

Priority Area	Work Group	Contact Name	Rec #	Zucker Recommendation	Staff Feedback	Department Recommendations and Action Step(s)	Start Date	End Date	Financial Considerations	One-time or Operating Cost	Zucker Recommended Phase
Management/ Communication	City Management and City Council	Rodney Gonzales and Greg Guernsey	1	The Director of the Planning and Development Review Department, and the City Manager should review the study and agree on an implementation plan, which should include: - An agreed-upon timetable and work program; - Costs estimates and method of funding; - Methods to communicate with Stakeholder groups; and, - Action on budget and policy matters by the Mayor and City Council.	Concur	The Zucker Report has been reviewed, and the implementation plan will be over a two-year period as recommended within the report. An Action Plan that details the specific responses and timelines is completed. Cost estimates are provided within the Action Plan and will be proposed over a two-year budget period (Fiscal Year 2016 and Fiscal Year 2017). Funding will be proposed from increases in fees, which are currently underpriced according to a recent cost of service study.	Completed	Completed	An Action Plan has been prepared and will be implemented over the next two (2) fiscal years. The FY2015-16 Proposed Budget includes \$2.8 million of ongoing expenses related to staffing and \$2.0 million of one-time expenses. \$1.4 million of additional ongoing expenses related to staffing will be requested in the FY2016-17 Budget.	N/A	1
Management/ Communication	Entire Department	Sylvia Arzola		#2: Managers and Supervisors should develop an approach to broken window issues within Planning and Development Review Department (PDRD). #7: Have a consultant develop new signs and wayfinding for PDRD functions. #31: The words, "One-Stop-Shop" should be removed from signs and replaced with words related to specific functions. #181: Signage should be provided adjacent to the Development Assistance Center that lists the type of services provided in the building and the location of the group that provides the service. #357: Update offices with paint and carpets.	Concur	Make facility improvements, develop new signs and wayfinding, update all signage, update offices with paint and carpets. Development Services will create a facilities team to identify specific problems relating to general appearance of common areas. Improvements and changes will be prioritized. The facilities team will institute quarterly division / floor wide clean up days to prioritize removing outdated information to permanent storage. A formalized process and procedure to request repairs of facilities will be established. New professional and directional signage will be designed and installed in all public areas. New flooring and wall paint and decor will be upgraded to professional standards. Comfortable seating will be installed to accommodate walk-in customers. All efforts will be coordinated with building management within One Texas Center. The One Stop Shop branding will be updated to reflect services provided. However, the concept of a single facility for all customer permitting needs will be reinforced. The department will provide the signage that lists the type of services provided and the location of the group that provides the service. The funding requests for these items was submitted for the Fiscal Year 2016 budget.	Oct-16	Feb-16	#7: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$20,000. #281: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$10,000. #357: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$200,000.	One-Time	1
Management/ Communication	Entire Department	Sylvia Arzola		#3: Planning and Development Review Department (PDRD) should develop a specific formal approach to continually involve Stakeholders in all relevant issues and officially join these groups. #55: PDRD needs to develop a methodical program to relate to the relevant industries. #57: PDRD should develop a clear strategy as to how to best relate to a variety of groups interested in Austin planning and development. #387: Add one Public Information Specialist.	Concur	The Public Information Specialist position will develop and implement a strategy to build and maintain relations with interested parties and industry and neighborhood groups. The Public Information Specialist will use a variety of communication modes and methods to engage stakeholders, industries, and all groups interested in planning and development. Concurrently, the Public Information Specialist will assess current internal communication strategies in an effort to consolidate, document and enhance current processes. In an effort to increase transparency and accountability, the Public Information Specialist will pursue web-based tools and formal stakeholder email lists to keep all individuals and groups apprised of department activities such as policy or ordinance changes; to develop a public speaker's bureau for each division; to research what other peer communities are doing for community engagement; and to ensure stakeholder involvement bridges all facets of operations in both departments.	Dec-15	Sep-16	#3: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$30,000. #387: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$73,501.	Operating	1

Management/ Communication	Entire Department	Sylvia Arzola	#4: Managers and Supervisors should develop a specific strategy to improve communication throughout the Department. #5: The Department should give high priority to continuing the newsletter to all employees and expanding its content. It may also be useful to post the newsletter on the website.	Concur	Develop a communication strategy and employ a department newsletter. The departmental newsletter for Development Services and Planning and Zoning launched in November 2014. A team of cross-division employees contribute to the content of the newsletter that is distributed to all employees. The monthly newsletter is one method of communication to convey new policies and procedures, employee appreciation and awards and possibly code amendments. Its important that the content for the newsletter be relevant, informative and professionally designed. A standard operating procedure will be developed to define protocol for dissemination of information, including time sensitive and critical information. Staff will continue working on several other initiatives underway to improve communication throughout the department including weekly council agenda and action summaries and management team notes, and will expand these to include policy determinations and formal summaries of code amendments.	Jul-15	Feb-16	None	Operating	1
Management/ Communication	Entire Department	Sylvia Arzola	#6: Planning and Development Review Department (PDRD) should review all handouts to see that they are up to date, readily available and they should have a uniform design with easy identification for customers, including wheelchair users. #25: All office hours should be clearly noted for customers on handouts, postings, and website.	Concur	Review all handouts and clearly note all office hours on all handouts. Staff will redesign and update all public handouts to ensure that they are up-to-date, readily available, have a uniform design, and clearly note all office hours.	Sep-15	Apr-16	None	Operating	1
Management/ Communication	Entire Department	Rodney Gonzales and Greg Guernsey	#8: All Planning and Development Review Department (PDRD) phone calls and emails should be returned the same day received. #388: PDRD should undertake a detailed analysis of the phone issues, Division by Division with the goal of having at least 75% of calls answered.	Concur with modifications	FY2015-16 Proposed Budget. The positions will be operators for the department main line and will assist with answering calls and providing information to customers. With regard to phone calls, City Administrative Bulletin 96-01 is effect and requires that phone calls be returned the same day or within 24 hours. The bulletin addresses proper phone etiquette, including call greeting, outgoing message procedures, phone mailbox procedures, and expectations regarding voicemail. Employees will be provided City Administrative Bulletin 96-01 with the expectation that is properly followed. With regard to emails, the response time is more challenging due to the vast quantities of emails received. An email return policy will be developed that is similar to City Administrative Bulletin 96-01 and will cover email etiquette and expectations regarding returning emails. The email return policy could range from using a standard email reply to acknowledge the email to a more customized response. Email policy and the City's Administrative Bulletin 96-01 will be included in a customer service manual to be developed and included in customer service training. An FAQ reference tool to assist employees will accompany the customer service manual. A customer service training module will be developed, and employees will be required to complete a certain minimum hours of customer service training every six (6) months. The Benchmark Survey within Appendix G of the Zucker	Jul-15	Sep-15	#8: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$111,838.	N/A	1
Performance Standards	Entire Department	George Adams	The Planning and Development Review Department (PDRD) counter intake and assist software should be programmed to use percentages rather than averages.	Concur	Development Services Department will work with the Communications and Technology Department to modify the reporting capabilities to produce performance measures as a percentage.	Jan-16	Jun-16	None	N/A	1

Performance Standards	Entire Department	George Adams	10	All functions should adopt a performance standard of serving 90% or more of customers within a 15-minute wait time.	Concur with modifications	Additional positions are included in the FY2015-16 Proposed Budget to assist with workload. DSD will work with the Communications and Technology Management Department (CTM) to reconfigure reports available to provide additional data on actual customer wait time to evaluate this goal. DSD will provide additional training for the Receptionists to ensure data is input correctly to that reports can be produced that reflect accurate information.	Oct-15	Mar-16	None	Operating	1
Performance Standards	Entire Department	George Adams	11	All managers of intake counters should develop a strategy aimed at meeting wait time targets and carefully monitoring performance. This will likely mean changing processes and in some cases adding staff.	Concur with modifications	Proposed actions to achieve results are included in the response to Recommendation 10.	Oct-15	Mar-16	None	N/A	1
Management/Communication	Entire Department	Rodney Gonzales and Greg Guernsey	12	Managers should work on changing the culture of Planning and Development Review Department (PDRD) as outlined in Table 3.	Concur with modifications	Managers will work to ensure staff provide flexibility within the parameters of the current code, provide complete reviews based on applicant submittals and are responsive to customer phone calls and emails. To comprehensively address these issues additional staff and operating resources and new, more user-friendly development regulations will be required. The departments will identify individuals within the organization that can lead new initiatives and team building activities, foster cross-communication, and create a better work environment. Customer service training will be required at least annually of all Development Services Department staff.	Jul-15	Sep-17	None	N/A	1
Performance Standards	Entire Department	Carl Wren	13	Austin should begin a phased in expediting process for all functions.	Concur	The Development Services Department (DSD) is currently exploring an expedited process for commercial building plan review and will do so in conjunction with other partner review departments. Additionally, DSD is meeting with Workers Defense Project and Housing Works to provide them information for potentially crafting an expedited process with community benefits.	Jun-15	Sep-15	To be determined	Operating	2
Finance	Entire Department	Meredith Quick	14	Planning and Development Review Department (PDRD) should review the methodology used to determine the amounts for the Expense Refunds.	Concur	Expense refunds are reimbursements from other City departments for work performed on their behalf by department staff. The departments agree on the methodology and the amount and are documented on Expense Detail Reports that are signed off by both departments. The expense refunds are adopted as part of the annual budget. The Finance Manager will review the Expense Refunds computed for the Fiscal Year 2016 Proposed Budget.	Mar-16	May-16	None		2
Finance	Entire Department	Meredith Quick	15	Discussions should be held with the Code Compliance Department concerning the appropriateness of a Code Compliance Expense Refund for Planning and Development Review Department (PDRD).	Concur	There should be no need for an expense refund from Code Compliance. This will be reviewed and eliminated.	Oct-15	Dec-15	None		2
Finance	Entire Department	Meredith Quick	16	Planning and Development Review Department (PDRD) should conduct an annual review of the budget office's Transfers and Other Budget Costs including Support Services Costs.	Concur	Transfers and Other Budget Costs are allocations to City departments for services provided by internal service departments such as Human Resources, Legal, Purchasing, Finance, and Communications and Technology Management. The allocations are updated every year and are adopted as part of the annual budget. The allocations are determined by the Budget Office, and the department is always provided the opportunity to review the allocations with the Budget Office.	Mar-16	May-16	None		2
Finance	Entire Department	Meredith Quick	17	The City should develop a separate account for the One-Stop-Shop removing it from the General Fund. Comprehensive Planning and Current Planning would remain in the General Fund.	Concur	Discussions have occurred with the Budget Office and City management to convert the Development Services Department (DSD) from a general fund to an enterprise fund.	Oct-15	Oct-16	None	N/A	1

Finance	Entire Department	Rodney Gonzales and Greg Guernsey	18	The City should make \$4,250,000 million available immediately to begin to implement this report for the One-Stop-Shop and set up an additional rainy day reserve for Planning and Development Review Department (PDRD).	Concur with modifications	The implementation of recommendations will span two years, which is in alignment with the Zucker Report.	Oct-15	Oct-16	An Action Plan has been prepared and will be implemented over the next two (2) fiscal years. The FY2015-16 Proposed Budget includes \$2.8 million of ongoing expenses related to staffing and \$2.0 million of one-time expenses. \$1.4 million of additional ongoing expenses related to staffing will be requested in the FY2016-17 Budget.	N/A	1
Finance	Entire Department	Meredith Quick	19	The City should establish a reserve account for the One-Stop-Shop with a target of 22 million. An initial set aside for 2014-15 should be roughly 2 million or larger.	This item requires additional research.	Discussions have occurred with the Budget Office and City management to convert the Development Services Department (DSD) from a general fund to an enterprise fund. Development revenues must cover operating costs to become an enterprise fund.	Oct-16	Sep-17	None	N/A	2
Finance	Entire Department	Meredith Quick	20	The City should not pursue the approach of reducing fees for large projects and also keep fees for smaller projects in line with Best Practices across the country where they are generally lower than actual costs.	This item requires additional research.	It is our understanding that fees must reflect true cost of service. The department will consult with the Legal Department as to whether this recommendation can be implemented. The Development Services Department will pursue a fee policy. The Accountant position included in the FY2015-16 Proposed Budget will develop the fee policy.	Oct-16	Jan-17	None	N/A	2
Finance	Entire Department	Meredith Quick	21	The fee structure should be reviewed to add extra charges after a third review.	Concur with modifications	Add fees after third review. Additionally, new fees have been proposed for Fiscal Year 2016 for extra reviews.	Oct-16	Jan-17	None	N/A	2
Finance	Entire Department	Meredith Quick, Matt Lewis	22	Planning and Development Review Department (PDRD) should develop a program to aggressively find grants to supplement the PDRD budget and expand the program.	Concur with modifications	Pursue grants to supplement the budget for Comprehensive Planning. Planning and Finance staff will research and identify available funding sources.	Jul-16	Nov-16	None	N/A	2
Finance	Entire Department	Meredith Quick	23	Planning and Development Review Department (PDRD) should develop a projection of development activity and revenue to be used in budgeting and setting of a reserve account.	Concur with modifications	An Accountant position is included in the FY2015-16 Proposed Budget. The position will track development activity and revenues collected. The position will conduct annual cost of fee studies. Traditionally, a consultant has been hired for fee studies. The position will review cost centers within the department to determine whether the costs are being recouped by appropriately by fees.	Jan-16	Apr-16	The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$96,750.	N/A	2
Management/Communication	Entire Department	Rodney Gonzales	24	Departments and divisions in the planning and development process should conduct a study and have uniform office hours whenever possible.	Concur with modifications	Following the adoption of the Fiscal Year 2016 budget, an internal study will be conducted to determine how the department can achieve uniform hours of operation. Possible solutions include cross-training or expanded hours with staggered shifts.	Nov-15	Jan-16	To be determined	N/A	1
Management/Communication	Land Use Review	Andrew Linseisen		#26: The Legal Department should establish an attorney to act as the single attorney for the Land Use Review Division to perform reviews, draft legal documents and attend commission meetings as needed. #27: Evaluate if it is appropriate to have the Code Enforcement and Legal Services Team leader have formal responsibility for coordinating all related land use legal issues advice as well as environmental code enforcement matters.	Concur	The Land Use Review (LUR) Division Manager will work with the Law Department to define and request appropriate resources to support LUR. The LUR Division Manager will evaluate the appropriateness of having Code Enforcement and Legal have formal responsibility for coordinating all related land use legal issues advice as well as environmental code enforcement matters.	Jun-16	Oct-16	None	N/A	2
Partnering Departments	Entire Department	Rodney Gonzales and Greg Guernsey	28	The Department Director should work with the City Manager and the City Attorney to develop a cooperative understanding and communication system regarding the various legal services required by the Department including response times resulting in a formal Memorandum of Understanding (MOU) between the Departments.	Concur	The Director of Development Services and Planning and Zoning will each coordinate with the City Attorney to develop a Memorandum of Understanding regarding dedicated staff resources, services and support, such as service of a dedicated staff attorney to perform reviews, draft legal documents and attend commission meetings as needed. An alternative solution may be creation of a department level attorney with dual reporting responsibility.	Dec-15	Mar-16	None	N/A	1
Management/Communication	Support Svcs/Budget/Fiscal Surety	John Beasley	29	Human Resources (HR) should conduct a classification/compensation review and adjust the compensation commensurate with the management level for the Planning and Development Review Department (PDRD) staff attorney/ legal advisor position.	Concur	The Human Resources Division Manager in Development Services will pursue the classification/compensation review for the staff attorney/legal advisor position.	Mar-16	May-16	To be determined	N/A	2

Management/ Communication	Entire Department	Rodney Gonzales and Greg Guernsey	30	The City should continue to pursue the option of finding a way to relocate the Planning and Development Review Department to one floor type layout.	Concur with modifications	The City's Financial Services Department is recommending initiation of facilities space programming and financial feasibility assessments for Development Services and Planning and Zoning. A request to authorize the study was scheduled for the June 18, 2015 City Council agenda. The final facility should be designed to integrate all one-stop shop functions.	Apr-15	Apr-16	To be determined	N/A	1
Management/ Communication	Entire Department	Melissa Martinez	32	Explore the possible use of temporary work trailers or office trailers in the parking lot to handle space needs.	Concur with modifications	<p>Locating the office trailers in the parking lot at One Texas Center is not feasible due to lack of available space. The parking lot at One Texas Center is always full, and the office trailers would remove spaces that should be used for customers.</p> <p>However, the office trailers can be helpful and can be incorporated into a program that takes our services out into the community. We are considering a collaboration with Cisco Systems to design "Remote Expert for Government Services" also known as "POD". This is a new, unique solution that could extend the reach of our departments to the community while still providing the high-touch experience. POD would provide our customers a convenient, cost-effective, face-to-face access to our services from remote locations. Using Cisco Remote Expert software in conjunction with a touchscreen monitor, document camera, printer and a scanner, customers can conduct face-to-face transactions with our department using high-definition video interaction to get their questions answered efficiently. PODs can be placed in convenient locations close to residences and workplaces and reduce both the cost of serving the public and the carbon footprint.</p>	Oct-15	Feb-16	The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$200,000.	One-Time	1
Management/ Communication	Entire Department	Rodney Gonzales and Greg Guernsey	33	Planning and Development Review Department (PDRD's) budget should be changed to add a Deputy Director for operations to include the One-Stop-Shop and Support Services.	Do Not Concur	On April 6, 2015, the Planning and Development Review Department was reorganized into the Development Services Department (DSD) and Planning and Zoning Department (PAZ). Many of the recommendations are directed toward functions and responsibilities of DSD, and the incoming Acting Director will focus on DSD operations and implement these changes. PAZ will focus on implementing recommendations related to planning as well as completing the CodeNEXT initiative.	N/A	N/A	None		1
Management/ Communication	Entire Department	Rodney Gonzales and Greg Guernsey		<p>#34 - The Planning and Development Review Department (PDRD) Director should re-set priorities and increase delegation.</p> <p>#37 - The Financial Manager should report to the Administrative Officer.</p>	Concur	The reorganization of the Planning and Development Review Department into the Development Services and Planning and Zoning Departments will allow both directors the opportunity to delegate to their respective managers and focus on key priorities. Additionally, the Financial Manager position now reports to the Chief Administrative Officer. Previously, the Financial Manager position reported to the Director.	Complete	Complete	None	N/A	1
Management/ Communication	Entire Department	Rodney Gonzales and Greg Guernsey		<p>#35: The Development Assistance Center should report to the Assistant Director that handles plan review and the permit center.</p> <p>#36: The Land Use Review Section and the Site/Subdivision Inspection Section should be under the same Assistant Director.</p>	Do Not Concur	On April 6, 2015, Planning and Development Review was reorganized into the Development Services Department and the Planning and Zoning Department. At that time the reporting structures were finalized.	N/A	N/A	None		1

Management/ Communication	Entire Department	Rodney Gonzales and Greg Guernsey		#38: The topics for the weekly Lead Team meetings and monthly Division Managers meetings should be changed. #39: There should be an agenda for the weekly Lead Team meetings and the monthly Division Managers meeting. #40: The Planning and Development Review Department (PDRD) Director should review the attendance list for the Lead Team meeting.	Concur	Lead Team and Division Manager Meetings. Beginning in April 2015, both Directors began preparing agendas for their respective team lead meetings. Minutes are recorded and distributed to all employees. Department Directors are proactively incorporating different topics and trainings in each meeting.	Complete	Complete	None	N/A	1
Management/ Communication	Entire Department	Carl Wren	41	An attempt should be made to reduce or combine the number of reviewers in both Planning and Development Review Department (PDRD) and in other departments for both residential and commercial plan review.	Concur	There are potential efficiencies that will be explored through this action plan. Contract with Zucker and Associates to review the clear line of responsibilities of the 12 departments involved in plan reviews and inspections. Identify reviews and inspections that can be consolidated. Co-locate reviewers in keeping with a One-Stop Shop program.	Sep-15	Nov-15	To be determined	One-Time	1
Technology	Entire Department	Greg Hand		#42: All reviewers of plan review should have times recorded and monitored in the AMANDA system. #294: Staff to track their time on a project basis in AMANDA so that the data can be used to establish basic workload units.	This item requires additional research.	Development Services Information Technology staff will meet with managers and supervisors to demonstrate the ability for staff to document in AMANDA the amount of time spent on each review or inspection, discuss reporting options to track productivity and staffing needs analysis. Managers and Supervisors of the work groups will need to determine the value of recording the time unless an automated method is available.	Jul-15	Sep-15	None		1
Partnering Departments	Entire Department	George Adams	43	The operating departments should be responsible for the construction standards (Rules) that relate to their responsibilities and they should be up to date at all times.	Concur with modifications	The Development Services Department (DSD) concurs with this recommendation. Operating departments should include DSD staff in the rulemaking process. As the end user and staff who apply the code and criteria, it is vital that DSD staff participate in the development of code and criteria. In addition DSD recommends potential changes to the Rules making process to clarify schedules and requirements and facilitate electronic review of proposed rules: reduce the lag times between code amendments and the adoption of the applicable rules/standards and the appropriate forms and documents. DSD should also develop a process that informs Council of the timelines and additional steps involved when the Land Development Code is amended.	Oct-16	Dec-16	None	N/A	2
Partnering Departments	Entire Department	Rodney Gonzales		#44: All, or most, development application plan reviews and approvals should be consolidated within Planning and Development Review Department (PDRD) and the processes should be memorialized in Memos of Understandings (MOUs) #45: Review staff currently in operating departments should be transferred to PDRD as needed. #46: Infrastructure field inspection for private development should be consolidated in PDRD's Site/Subdivision Review Division. #47: Hire consultants as necessary to analyze the recommendations concerning plan review and inspections using the five steps outlined below.	Concur with modifications	Consult with Zucker Systems to study the best approach for consolidating plan review and inspection functions and to develop applicable Memos of Understanding (MOUs) with partnering departments. The study will cover recommendations #44, #45, and #46.	Sep-15	Feb-16	#47: The funding for this recommendation has been included in the FY2014-15 Current Budget. The estimated cost for this request is \$100,000.	One-Time	1
Performance Standards	Entire Department	George Adams	48	The Planning and Development Department managers, as well as related departments, should use the three key performance techniques as outlined above. The performance techniques are: 1) Establish clear performance standards; 2) Eliminate any backlogs and monitor over time; 3) Monitor performance standards and add resources (additional temporary or permanent staff, overtime) as needed to maintain performance.	Concur	The three key performance techniques will be used.	Oct-15	Jun-16	None	N/A	1

Performance Standards	Entire Department	Greg Hand	49	The Planning and Development Review Department should present the Performance Measures data in a more usable format similar to the example shown above.	Concur	Development Services will develop a user-friendly format for display of performance measures and work with the Communications and Technology Management Department to revise the reporting methodology as required.	Jun-15	Dec-15	To be determined	One-Time	1
Performance Standards	Entire Department	Sylvia Arzola	50	The Performance Standards set out in the website should be modified as outlined above. The proposed modifications include: 1) Set performance standards and indicate the percentage of applications that meet the performance standard; 2) Clarify the performance standard for time from initial application to final approval; 3) Convert calendar days to business days.	Concur with modifications	The Public Information staff and Information Technology staff will work together to automate the updates of the department's performance measures to the Development website. A Public Information Specialist position is included in the FY2015-16 Proposed Budget in accordance with recommendation #387.	Jun-15	Dec-15	None		2
Performance Standards	Entire Department	George Adams	51	All documents and website postings that reference turnaround times should state that the timeframes are measured as business days.	Concur	Development Services will propose code amendments, as needed, to convert review times from calendar days to business days. Once code amendments are approved DSD will revise documents and websites.	Nov-15	Jun-16	None	N/A	2
Performance Standards	Entire Department	George Adams	52	The Department should establish 90% as the target for meeting performance standards.	Concur	Upon approval of additional resources requested as part of the Fiscal Year 2016 budget and associated Development Services resource requests, the 90% target will be established.	Oct-15	Dec-15	To be determined	Operating	1
Staffing	Entire Department	Rodney Gonzales	53	Whenever a performance standard cannot be met, additional staff, use of overtime, or consultants should be added to the function.	Concur with modifications	Hire additional staff or consultants, or overtime as needed to meet performance standards. Additional staff, overtime, and consultants will be employed whenever performance standards cannot be met. Through the use of Management Dashboard technology, backlog can be monitored more easily and in real-time. The dashboard technology will be augmented to be able to forecast high volume periods so that additional resources can be employed in advance.	Oct-15	Oct-15	The funding for this recommendation is included in the FY2015-16 Proposed Budget. The estimated cost is \$75,000 for FY2015-16.	One-Time	1
Performance Standards	Entire Department	George Adams	54	The City should review the performance standards shown in Table 16 with Stakeholders and then formally adopt them. Best Practice communities also post them at counters and on the website. The performance standards in Table 16 include time for initial review and time for review of updates.	Concur with modifications	The Development Services Department (DSD) will assess the performance standards identified in Table 16 in light of available resources. DSD will review proposed new performance standards with stakeholders and once adopted will post at counters and online.	Oct-15	Oct-16	None	N/A	1
Management/Communication	Comprehensive Planning	Matt Lewis	56	Planning and Development Review Department (PDRD) should review its approach to working with neighborhoods in an attempt to strengthen relations.	Concur	Initiate dialog with neighborhood groups to identify opportunities to improve working relationships. Research best practices from other communities. Develop new approaches which emphasize transparency and provision of useful information.	Jun-15	Jun-16	None	N/A	1
Management/Communication	Entire Department	Sylvia Arzola	58	The Planning and Development Review Department should use consistent terminology for all publications, signs and the website.	Concur	The April 2015 reorganization of the Planning and Development Review Department into the Development Services Department and the Planning and Zoning Department has presented staff with the opportunity to apply consistent terminology throughout the department, website, educational materials, application forms, etc. The term "One Stop Shop or OSS" has been removed from building signage. With additional staff resources, existing documentation with this reference or any other unclear acronyms will be updated for consistency and user-friendly terminology.	Apr-15	Nov-15	To be determined	Operating	1
Management/Communication	Building Inspection	Carl Wren	59	Combine the Building and Fire Board of Appeals, the Electric Board, and the Mechanical, Plumbing and Solar Board.	Do Not Concur	In 2013, a Boards and Commissions Transition Task Force was created to develop recommendations to Council concerning board and commissions. In 2014, a Planning and Development Review workgroup was formed to understand and evaluate board and commission roles and membership requirements and to make recommendations regarding those boards and commissions. The workgroup recommended consolidating the Electrical, Plumbing, and Solar boards; however, Council ultimately decided not to approve this recommendation.	N/A	N/A	None	N/A	1

None listed	Building Inspection	Melissa Martinez and Carl Wren	60	The Inspector's office space should be remodeled to eliminate the individual cubicles that are rarely used and replaced with an open floor plan that better accommodates group meetings. It should include appropriate office space for all inspection staff assigned to the main office and a private conference room.	Concur	Facility Improvements - Development Services will coordinate with building management to reconfigure inspection office space to accommodate other full-time personnel within the department, and to build out meeting room space, and improve the general appearance of the area.	Jan-16	Sep-16	The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$100,000.	One-Time	2
Staffing	Building Inspection	John Beasley	61	The Building Official should relocate the minimum inspector qualifications from the adopted ordinances and place them in the approved job descriptions.	Concur	Development Services Human Resources Manager will update and collaborate with appropriate management to review the job classification family, update minimum qualifications and licensure requirements and submit to Corporate Human Resources for review, input and approval. The Assistant Director will work with staff and stakeholders to remove personnel qualifications from the adopting ordinances for the building codes.	Aug-15	May-16	To be determined	N/A	1
Staffing	Building Inspection	Carl Wren and John Beasley	62	The Building Official should review the Municipal Code and add an "or equivalency" clause to the need for prior supervisory experience in order to be hired as a supervisor or entry level inspector.	Concur	The Development Services Assistant Director will work to remove qualifications from code adoption ordinances. The Development Services Human Resources Manager will work with the Corporate Human Resources Department to differentiate job descriptions to include detailed qualifications.	Jan-17	Mar-17	None	N/A	2
Performance Standards	Building Inspection	John Beasley	63	The Building Official should augment the current qualitative performance standards for next-day inspections with an qualitative standard to ensure quality inspections.	This item requires additional research.	Human Resources Manager and the Executive Team will review with the Corporate Human Resources Department the code requirements and discuss options. Any changes to the municipal code will require action by the City Council.	Oct-16	May-17	None		2
Finance	Building Inspection	Carl Wren	64	The Building Official should encourage the assessment of re-inspection fees on residential projects that demonstrate a pattern of calling for inspection before the work is completed.	Concur	The Building Official shall enforce the assessment of existing reinspection fees and develop a standard operating procedure that calls for paid re-inspection fees as detailed in the residential fee schedule.	Oct-15	May-17	None	N/A	1
Staffing	Building Inspection	Jose Roig	65	The Building Official should hire the equivalent of three (3) additional Combination Residential Inspectors and one (1) supervisor as part of a multiphase staffing augmentation program.	Concur	This recommendation will be implemented over the next two (2) fiscal years. A supervisor position will be included in the FY2015-16 Proposed Budget; and three (3) inspector positions will be included in the FY2016-17 budget request.	Oct-15	Sep-16	The funding for this recommendation will be split between the FY2015-16 and the 2016-17 Proposed Budget. The estimated cost for the supervisor position is \$104,368 for FY2015-16; and the estimated cost for the three (3) inspector positions is \$284,292 for FY2016-17.	N/A	1
Staffing	Building Inspection	Jose Roig	66	After hiring the first phase of additional combination inspectors, the Building Official should evaluate the need to hire additional combination inspectors and a supervisor in order to improve quality and training and reduce daily workload to an acceptable level.	Concur	Monitor Possible Need For Additional Inspectors. Division Manager will monitor workload for both first line inspectors and the potential need for a second residential inspections supervisor.	Mar-16	May-16	None	N/A	2
Staffing	Building Inspection	Carl Wren	67	The Department should temporarily hire qualified contract inspectors, recently retired inspectors, or third party inspection firms to perform routine inspections while new inspectors are being hired and until they are fully trained.	Concur	The Development Services Department (DSD) routinely hires temporaries to assist with peak volumes. In some cases, the temporaries are retired City employees who previously worked in the department. DSD will explore the use of use of contract inspectors.	Jul-15	May-16	To be determined		1
Project Managers/ Processes	Building Inspection	Carl Wren	68	The Building Official should adopt the International Code Council set of national codes in order to achieve a more harmonized set of codes.	Concur	Adopt the International Code Council (ICC) Code. Develop code adoption and local amendments ordinances for appropriate construction codes developed by the ICC. Meet with the various boards to obtain input to the adoption process and develop recommendations for Council consideration.	Jan-15	May-16	None	N/A	1
Project Managers/ Processes	Building Inspection	Carl Wren	69	The Building Official should work to eliminate existing local code amendments whenever possible.	Concur	Limit the Number of Local Code Amendments. Evaluate local amendments with stakeholders to determine the need to retain local amendments during adoption of the 2015 editions of technical codes.	Oct-16	May-17	None	N/A	2
Project Managers/ Processes	Building Inspection	Carl Wren	70	The Building Official should reevaluate the existing expired permit program and redirect resources to only those projects with outstanding life safety issues.	Concur	Change How Expired Permits Are Addressed. Develop a code amendment if necessary and develop standard operating procedures for rolling expired permits into new permit submittals and for activating and clearing expired permits identified due to complaint or referral.	Jul-15	May-16	None	N/A	1

Project Managers/ Processes	Building Inspection	Carl Wren	71	The Building Official should have staff identify projects with expired permits that represent life safety concerns and have those concerns recorded against the property.	Concur	The Assistant Director and Division Manager of Inspections will work with Department Information Technology staff to determine if it is practical to develop a process for analyzing data available in AMANDA to identify life safety issues in properties with expired permits. During the second phase, it is likely that the Department will need dedicated full-time equivalents in the Fiscal Year 2017 budget to develop a new process to address expired permits. Items 71, 72, and 73 are related.	Oct-16	May-17	To be determined	N/A	2
Project Managers/ Processes	Building Inspection	Carl Wren and Jose Roig	72	The Building Official should assign inspectors to conduct site visits on projects with current permits that are approaching their expiration date.	Concur	Inspect Sites With Expiring Permits. Revise the standard operating procedure on expired permits to include a query of AMANDA on a monthly basis and assign permits expiring within the following 30 days to be inspected by available staff. Items 71, 72, and 73 are related.	Oct-15	May-16	To be determined	N/A	1
Project Managers/ Processes	Building Inspection	Carl Wren and Jose Roig	73	The Building Official should treat expired permit inspections similar to other inspections for the purpose of establishing minimum required staffing levels.	Concur	Include Expired Permits Into daily workload. Develop a process for systematically investigating expired permits by including some percentage of existing expired permits in the daily inspections workload and schedule. Items 71, 72, and 73 are related.	Oct-16	May-17	To be determined	N/A	2
Project Managers/ Processes	Building Inspection	Carl Wren and Jose Roig	74	The 180 days has been a reasonable time period for active construction projects. The Building Inspections staff will focus on educating our customers regarding maintaining an active permit and also discuss permit expiration time frames with stakeholders during future code adoption processes. If there is a consensus of staff and stakeholders that extending permit expiration is the best course of action, we will move toward modifying the code.	This item requires additional research.	The 180 days has been a reasonable time period for active construction projects. The Building Inspections staff will focus on educating our customers regarding maintaining an active permit and also discuss permit expiration time frames with stakeholders during future code adoption processes. If there is a consensus of staff and stakeholders that extending permit expiration is the best course of action, we will move toward modifying the code.	Jul-15	May-16	None		1
Project Managers/ Processes	Building Inspection	Carl Wren	75	The Building Official establish a program to monitor the effectiveness of third-party Special Inspectors assigned to projects in Austin.	Concur	Research existing 3rd party inspection monitoring programs from other cities. Currently do not have staffing levels to manage this. An additional full-time equivalent is likely to be needed to setup a certification monitoring program. Development Services has requested a structural engineer for the building official's plan review staff who might be able to assist with auditing the results of special inspections.	Oct-15	May-16	None	N/A	1
Partnering Departments	Building Inspection	Carl Wren and Jose Roig	76	All, or most, development application plan reviews and approvals should be consolidated within Planning and Development Review Department (PDRD) and the processes should be memorialized in Memos of Understanding (MOUs). Review staff currently in operating departments should be transferred to PDRD as needed. Infrastructure field inspection for private development should be consolidated in PDRD's Site/Subdivision Review Division. Hire consultants as necessary to analyze the recommendations concerning plan review and inspections using the five steps outlined below.	Concur	Meet with Austin Energy to identify the issues and conflicts. Chief Electrical Inspector will work with Austin Energy about conflicts on requirements and inspections for utility and premise wiring.	Jun-15	May-16	None	N/A	1
Technology	Building Inspection	Greg Hand	77	The Information Technology Department should expedite the current process of upgrading existing inspector field computers to enhance in-field communication reliability.	Concur	Funding has been included in the FY2015-16 Fiscal Year Proposed Budget to replace existing Panasonic CF-53 laptop computers with new tablet or pad computers. Staff will recommend that Communications and Technology Management Department change from Citrix to Netmotion to improve connection persistence for the new computer hardware.	Oct-15	Jan-16	The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$90,000.	One-Time	1
Staffing	Building Inspection	Jose Roig	78	Inspections front counter staff should receive sufficient training to become qualified to relieve supervisory staff of the burden to respond to the counter to answer routine customer questions.	Concur with modifications	Work with Human Resources Manager to reclassify these 2 positions as Customer Service Representatives rather than administrative. The Certified Permit Technician certification is not necessary for their current duties.	Oct-16	May-17	None	N/A	2

Technology	Building Inspection	Jose Roig		#79: The existing Interactive Voice Response (IVR) system should be modified or replaced to reduce complexity and add flexibility for customer use. #80: The Chief Building Inspector should research what technologies or IVR systems other jurisdictions are using that would improve the customer's experience.	Concur	Identify issues with Interactive Voice Response (IVR) system. Staff will conduct analysis to identify challenges with current IVR system and provide instructions and education to the public. Staff will investigate modifying the system programming code to allow the contractor to enter multiple inspection requests for related building and trade permits at the same property. Staff will investigate using the IVR text to speech capability to read deficiencies on failed inspections and using the IVR to provide one hour call ahead for scheduled inspections based on the inspector route. Staff will verify with the Communication and Technology Management Department that multiple inspections are not already a capability for the contractor for related permits at the same property.	Oct-15	May-16	To be determined	N/A	1
Technology	Building Inspection	Jose Roig	81	The Chief Building Inspector should work with the Information Technology staff to allow the inspectors daily schedule to be posted online for customers to view.	Concur with modifications	Methods and tools will be evaluated to determine the best approach for posting daily schedules can be posted online.	Jul-15	Jan-16	To be determined	One-Time	1
Technology	Building Inspection	Jose Roig	82	The use of pagers and personal cell phones should be abandoned in favor of City owned cell phones provided to field inspectors.	Concur	Purchase and assign city-issued cell phones to all inspections staff.	Complete	Complete	To be determined	N/A	1
Management/Communication	Building Inspection	Jose Roig	83	The cell phone numbers of all phones provided by the City to field inspectors should be available to the public via business cards and website directories.	Concur	Publish a list of all Development Services inspectors' cell phone numbers.	Complete	Complete	None	N/A	1
Project Managers/Processes	Building Inspection	Carl Wren and Jose Roig	84	The Building Criteria Manual should be carefully reviewed and updated to reflect the Department's current policies and procedures.	Concur	Identify sections of the Building Criteria Manual (BCM) that are outdated. Meet with stakeholders to create new rules and update the BCM. Phase 1 rules implemented in Oct 2014 and adopted in June 2015. Phase 2 includes 3 draft rules and is ready for stakeholder meetings currently in the progress. Future rules will be annual updates to the BCM. This process is ongoing.	Oct-16	May-17	None	N/A	2
Technology	Building Inspection	Greg Hand	85	The Building Official should direct staff to review the contents of the City's internal "G" drive and relocate pertinent documents into the Criteria Manual or other approved locations readily available to staff.	Concur	Development Services Information Technology staff will work with each business unit to complete a sharepoint design layout and document management system for all files maintained on the G: drive.	Oct-16	Mar-17	None	N/A	2
Management/Communication	Building Inspection	Jose Roig	86	The Building Official should direct all inspection staff to notify customers when they will not be able to perform the inspection on the date requested.	Concur	Development Services Inspections and Information Technology staff will research and select a software tool capable of making inspector schedules available online. We will seek software that can automatically send out notifications to customers when inspectors will not be able to perform the inspection on the date requested.	Oct-15	May-16	None	N/A	1
Performance Standards	Building Inspection	Jose Roig	87	The Building Official should direct Inspections Supervisors to develop and implement a process that allows inspection workload to be redistributed as needed to help ensure all outstanding inspection requests are honored.	Concur	Development Services Inspections will create a process to facilitate the redistribution of workload across geographical areas. Staff will be trained in order to identify busy regions and reassign workload early in the day.	Jul-15	May-16	None	N/A	1
Performance Standards	Building Inspection	Carl Wren	88	The Building Official should direct the inspections supervisors to implement a comprehensive audit program.	Concur	Initiate an Inspections Audit Program. The Chief Building Official will develop a supervisory program for auditing the quality of inspections being performed.	Oct-15	May-16	None	N/A	1
Staffing	Building Inspection	Carl Wren	89	A comprehensive on-going in-house training program should be established for each inspection group.	Concur	Identify the areas where training is needed. Research training materials and schedule monthly training with staff. Supervisors will create a training program and implement training for consistency during weekly meetings.	Jul-15	May-16	None	N/A	1
Staffing	Planning and Zoning Review	Greg Guernsey	90	The inspector training program should include a program on inspecting properties for historical preservation.	Concur	Identify the areas where training is needed. Research training materials and schedule monthly training with staff. Work together with the historical preservation officer to research necessary training and include staff.	Oct-15	May-16	None	N/A	1

Staffing	Building Inspection	Jose Roig	91	The Department should work with the State to encourage the development of a Residential Combination Inspector Program based solely on the International Code Council (ICC) Certification as a Residential Combination Inspector.	This item requires additional research.	Development Services staff will contact State of Texas regulatory boards governing the plumbing, electrical, and mechanical trades to see if there is any regulatory flexibility related to the qualifications required for inspections personnel overseeing these types of work.	Oct-16	Mar-17	None			2
Management/Communication	Commercial Plan Review	Carl Wren	92	The organizational structure of the Commercial Review Division should be reviewed to determine if a management position could be relocated or eliminated.	Concur	The Assistant Director will evaluate all of the current supervisory and management positions in the plan review division to determine whether the organizational structure can be improved.	Oct-16	Jan-16	None	N/A		2
Staffing	Commercial Plan Review	John Beasley		#93: The minimum qualifications in the Job Description for Plans Examiner should be expanded to include the credentials that will be required for candidates and incumbents for these positions which would better reflect the demands of the Commercial Plans Examiner. #105: The Building Official should direct staff to complete plans examiner job description revisions and initiate a recruitment process concurrent with the development of plan review workload units. #108: A career ladder should be completed for the Commercial Plan Examiner position to reflect increasing levels of qualifications.	Concur	Continue working with the executive team to expand job classification family and establish updated minimum qualifications and licensure requirements. The final proposal will be submitted to Corporate Human Resources for review, input and approval.	Apr-15	Mar-16	To be determined	N/A		1
Staffing	Commercial Plan Review	Lalo Sanchez	94	The Department should immediately recruit and hire staff to fill the vacant Plan Review Coordinator positions.	Concur	Fill management position. Fill 2 Plan Review Coordinator positions.	Complete	Complete	None	N/A		1
Management/Communication	Commercial Plan Review	Carl Wren	95	Managers and Supervisors should be urged to be more decisive when responding to requests for direction from staff.	Concur	Formal expectations and guidelines for interactions between managers and subordinate employees will be developed and communicated to staff.	Jul-15	May-16	None	N/A		1
Performance Standards	Commercial Plan Review	Lalo Sanchez	96	The category descriptions in the Performance Standards for Commercial Plan Review should be modified to clearly reflect what is being measured.	This item requires additional research.	The category descriptions will be reviewed and assessed for modification.	Jan-16	May-17	None	N/A		2
Performance Standards	Commercial Plan Review	Carl Wren	97	The Performance Standards table should include turnaround time performance standards for Austin/Travis County Health, Austin Fire, Austin Water and Austin Energy (Specific Review Group).	This item requires additional research.	Consolidate Plan Review and Inspections into the Development Services Department. Consult with Zucker Systems to study the best approach for consolidating plan review and inspection functions and to develop applicable Memos of Understanding (MOUs) with partnering departments.	Oct-15	May-16	None			1
Performance Standards	Commercial Plan Review	Carl Wren	98	Enhanced tracking of turnaround times for the Specific Review Groups should be closely monitored by Management to determine when additional staff resources should be allocated.	This item requires additional research.	Consolidate Plan Review and Inspections into the Development Services Department. Consult with Zucker Systems to study the best approach for consolidating plan review and inspection functions and to develop applicable Memos of Understanding (MOUs) with partnering departments.	Oct-15	May-16	None			1
Performance Standards	Commercial Plan Review	Lalo Sanchez	99	The target turnaround time for major commercial projects exceeding \$1 million in valuation should be 20 business days and met 90% of the time.	Concur with modifications	Revise "Review Periods" in City Code 25-11-63. Draft a code amendment ordinance revising the review periods in 25-11-63(A).	Jan-15	Jul-16	None	N/A		
Staffing	Commercial Plan Review	Lalo Sanchez	100	The existing backlog for commercial plan review needs to be eliminated through the use of outside plan review consultants.	Concur with modifications	Hire temporary plan review staff to address plan review backlog. The use of consultants will be explored.	Oct-15	May-16	None	N/A		1
Staffing	Commercial Plan Review	Lalo Sanchez	101	The Chief Plans Examiner should develop a system of establishing plan review workload units.	Concur	Develop a system of establishing plan review workload units. The Chief Plans Examiner will complete this item through the use of data reports from the AMANDA system.	Oct-16	Dec-16	None	N/A		2
Staffing	Commercial Plan Review	Lalo Sanchez	102	The Chief Plans Examiner should periodically compare incoming workload units against existing staff's capacity to complete the work and adjust resources as needed to maintain target dates.	Concur	Compare incoming workload to expectations reflected in performance measures. Utilize new data collected to evaluate the predictive performance measures to evaluate incoming workload for adequacy of available resources.	Jan-17	May-17	None	N/A		2
Finance	Commercial Plan Review	Lalo Sanchez	103	The Chief Plans Examiner should consult the recent Fee Study as an aid in determining plan review workload units.	Concur	Utilize the findings from the Fee Study, conducted by Matrix Consultants, to establish plan review workload units. Results and detail support will be available for management to use for determining an average numbers of hours noted by employees for their average review or performance.	Oct-16	Dec-16	None	N/A		2

Staffing	Commercial Plan Review	Lalo Sanchez	104	The Chief Plans Examiner should consult invoices provided by plan review consultants to help establish plan review workload units.	Concur	The Chief Plans Examiner will establish plan review workload units.	Oct-15	Dec-15	None	N/A	1
Staffing	Commercial Plan Review	Meredith Quick	106	The staffing level in the Commercial Review Section should be augmented with five (5) positions.	Concur	This recommendation has been included in the FY2015-16 Proposed Budget.	Oct-15	May-16	The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$424,610.	Operating	1
Staffing	Commercial Plan Review	Carl Wren	107	The Building Official should utilize the services of qualified plan review consultants to immediately respond to peak workload demands and to relieve staff during the training of new employees.	Concur with modifications	Utilize services of consultants to relieve staff during the training of new employees. Development Services will research and evaluate sources for consultants or other 3rd parties to perform the plan reviews.	Oct-15	May-16	The funding for this recommendation will be included in the FY2016-17 Proposed Budget. The estimated cost for this request is \$20,000.	N/A	1
Staffing	Commercial Plan Review	Carl Wren Jose Roig	109	Experienced Inspectors should be encouraged to pursue employment as a Plans Examiner as a means of extending their career with the City.	Concur	In effort to encourage Inspectors to consider plan review positions, the Development Services Department (DSD) will utilize the the internal DSD newsletter to post job postings to departmental employees including inspections personnel.	Oct-16	May-17	None	N/A	2
Staffing	Commercial Plan Review	Carl Wren	110	Commercial Intake Counter staff should be cross-trained with other intake staff with the long-term goal of consolidating all intakes into single location.	This item requires additional research.	Evaluate space needs and availability for a combined intake location and perform a work process analysis to determine whether it is really prudent to combine these functions. Implementing this recommendation will also most likely require additional budget for space renovation and possibly an increase in budget to cover space rental charges.	Oct-16	Mar-17	None		2
Project Managers/ Processes	Commercial Plan Review	Carl Wren, Lalo Sanchez, and John McDonald		#111: The Department should hire a designer to create a space plan for One Texas Center that would consolidate all plan intake operations into a single public counter. #290: Combine the Residential and Commercial Intake counters at a single location.	Concur	Hire a designer and combine the intake counters. Combining the intake counters will create an efficient use of space regardless of whether or not the commercial intake staff and residential intake staff are cross-trained.	Jan-16	Jul-16	#111: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$30,000. #290: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$250,000.	One-time	2
Project Managers/ Processes	Commercial Plan Review	Lalo Sanchez	112	Plans Examiners should be designated to perform Project Manager responsibilities for commercial projects.	This item requires additional research.	The department will research the potential scope of new duties and explore adequacy of compensation to add project management as an assigned duty. If a project management responsibility is implemented, an increase in pay for this duty may be appropriate for the increase in responsibility.	Oct-15	May-16	None		1
Project Managers/ Processes	Commercial Plan Review	Carl Wren	113	Existing Memorandums of Understanding (MOUs) should be updated as necessary to clearly identify performance expectations and the authority of designated Project Managers in seeking compliance with terms of the MOU.	Concur	Inter-departmental Memos of Understanding will be updated. Management will review current memoranda of understanding between Development Services (and predecessor departments) and other departments involved in development review and approval processes.	Jan-16	Jun-16	None	N/A	1
Project Managers/ Processes	Commercial Plan Review	Lalo Sanchez	114	The Chief Plans Examiner needs to modify the process of assigning projects to Plans Examiners in order to eliminate the practice of customers selecting the Plans Examiner for their project.	Concur	In order to revise project assignment procedures, new standard operating procedures need to be written. These processes will be modified in conjunction with the Division Manager and the Assistant Director.	Jan-16	May-16	None	N/A	1
Project Managers/ Processes	Commercial Plan Review	Lalo Sanchez	115	The Chief Plans Examiner needs to direct the Plan Review Coordinators to periodically conduct audits of the reviews completed by their assigned Plan Examiners.	Concur	Periodic audits will be conducted. This step requires developing formal checklists to audit completed plan reviews by staff.	Jan-16	Aug-16	None	N/A	1
Project Managers/ Processes	Commercial Plan Review	Carl Wren and Lalo Sanchez	116	All first reviews to be comprehensive and included in the Plan Review Audit Program.	Concur	Require the plan reviews of first submittals to address all identifiable code violations. A standard operating procedure and associated plan review checklists will be developed to document thorough reviews of initial submittals.	Jan-16	Aug-16	None	N/A	1
Project Managers/ Processes	Commercial Plan Review	Lalo Sanchez	117	Observations for the Audit Program should be used to improve the in-house training program and individual performance.	Concur	Periodic audits will be conducted and formal checklists will be developed to audit completed plan reviews by staff. The results will be used to identify needed training topics and content.	Oct-16	May-17	None	N/A	2

Project Managers/ Processes	Commercial Plan Review	Lalo Sanchez	118	The Plan Review Audit Program should include a process for periodically reviewing the work performed by outside plan review consultants, particularly as it applies to enforcing local amendments.	Concur with modifications	Periodic audits will be conducted and formal checklists will be developed. If consultants are used, the checklists will be used to audit completed plan reviews. The results will assist in evaluating the quality of service provided.	Oct-16	May-17	None	N/A	2
Project Managers/ Processes	Commercial Plan Review	Lalo Sanchez	119	The Chief Plans Examiner should monitor the process used to determine when projects qualify for Quick Turnaround Reviews to confirm the absence of any staff favoritism.	Concur	An internal audit of the Quick Turnaround process has been ongoing by management and improvements have been made to this process. On-going reviews and improvements will be made.	Complete	Complete	None	N/A	2
Project Managers/ Processes	Commercial Plan Review	Lalo Sanchez	120	With the creation of a career ladder for Plans Examiners, Quick Turnaround Reviews should be assigned exclusively to employees in the Plans Examiner I position.	Concur with modifications	Evaluate complexity of Quick Turnaround(QT) Reviews and assign QT reviews to appropriate level staff. The recommendation is related to efforts to create a career ladder and will be fully implemented when job descriptions have been revised and the career ladder established.	Oct-16	May-17	None	N/A	
Project Managers/ Processes	Comprehensive Planning	Matt Lewis	121	Implement the consistent use of and entry of Task Order Codes on timesheets used by all Comprehensive Planning and Urban Design Divisions staff members.	Concur	Staff will work with the Communications and Technology Management Department (CTM) and the Corporate Human Resources Department to implement.	Aug-15	Aug-16	To be determined	Both	1
Performance Standards	Comprehensive Planning	Matt Lewis	122	Create or improve the quality of existing monthly project and ongoing task performance reports based on data extracted from timesheet data.	Concur with modifications	Create a bi-monthly or quarterly report of timesheet data from Development Services timekeeper (or give timekeeper the ability to access the data). Data needs to be available by person and by project.	Aug-15	Jan-16	None	N/A	1
None listed	Comprehensive Planning	Matt Lewis	123	Establish a management plan for updating existing neighborhood/small area plans and for creating new plans for corridor development, regional/community/neighborhood center master plans for the future intensive development areas specified in Imagine Austin.	Concur with modifications	Plan for updating existing small area plans and creating new plans for growth areas in Imagine Austin. Create a draft weighted matrix to determine priority areas for planning services. Have other departments and the community comment on the matrix before finalizing it. Growth areas identified in Imagine Austin will be heavily weighted in the matrix. The same planning boundaries might not be used when updating existing small area plans.	Jun-15	Jan-16	None	N/A	1
Staffing	Comprehensive Planning	Matt Lewis	124	Prepare a work program, accountability measurements, and schedule of deliverables for the City Demographer that better integrates this position's role into the Comprehensive Planning and Urban Design Divisions.	Concur	Prepare a work program for for City Demographer that better integrates the role into the Division. Outline goals and responsibilities helping further understand the patterns and trends we are facing as a community. The work plan needs to provide the base data to be analyzed annually to help monitor the evolving needs of the community.	Jul-15	Dec-15	None	N/A	1
None listed	Comprehensive Planning	Matt Lewis	125	Comprehensive Planning should focus greater plan implementation and master planning resources on the regional, community, and neighborhood centers that are identified in the Growth Concepts Map of Imagine Austin.	Concur	Focus master planning and implementation on growth areas in Imagine Austin Growth Concept Map In the creation of a weighted matrix to determine where planning services should be prioritized (see Zucker recommendation 123).Emphasis will be given to areas of growth identified in the Imagine Austin Growth Concept Map.	Jun-15	Jun-16	None	N/A	1
None listed	Comprehensive Planning	Matt Lewis	126	Add emphasis to Imagine Austin's proposed new regional, town, and neighborhood centers in the CodeNEXT Land Development Code update process.	Concur	The CodeNEXT project will take into account and provide a focus, and a regulatory toolkit for guiding growth in Austin's greenfield areas. The work-to-date has, for the purpose of describing Austin's development typologies identified three general types: "Walkable Urban;" "Transitional;" and "Drivable Suburban." Transitional areas are those that may currently display characteristics of Drivable Suburban, but which (either because of community interest or because of the comprehensive plan) are desired to ultimately become Walkable Urban. The greenfield Imagine Austin Centers are likely to treated this way -- as Transitional areas that will be coded to steer them towards a Walkable Urban character.	Jun-15	Ongoing	None	N/A	1

None listed	Comprehensive Planning	Matt Lewis	127	Working with Austin Utilities departments responsible for other infrastructure services, prepare and adopt an infrastructure element for Imagine Austin.	Concur with modifications	Planning and Zoning Department (PAZ) staff will work with infrastructure departments to prepare and adopt infrastructure element of Imagine Austin Comprehensive Plan. PAZ staff will continue to coordinate with the City of Austin Capital Planning Office and infrastructure departments on an annual cycle to develop a Long Range Capital Improvement Plan (CIP) Strategic Plan in support of Imagine Austin. Staff will prepare a recommendation for Council consideration to amend the Imagine Austin Comprehensive Plan to add a reference to the CIP Strategic Plan.	Oct-15	Oct-16	None	N/A	1
None listed	Comprehensive Planning	Matt Lewis	128	Continue coordination activities with the Capital Area Metropolitan Planning Organization (CAMPO) to include the Growth Concept Centers Map in their transportation planning process.	Concur	Coordinate with CAMPO to include Imagine Austin growth centers in their transportation planning. Staff will provide CAMPO with the latest version of the Imagine Austin Comprehensive Plan growth concept map that identifies growth centers Staff will also meet with CAMPO Technical Advisory Committee staff to ensure that regional transportation investments and planning continue to support Imagine Austin. Recently, the CAMPO Transportation Advisory Board adopted Imagine Austin's growth corridors and centers into their CAMPO 2040 Regional Transportation Plan.	Jun-15	Complete	None	N/A	1
None listed	Comprehensive Planning	Matt Lewis	129	The city should consider these three planning strategies. 1) Hire a seasoned real estate development professional at the Assistant Director level to head up a small task force (new hires and/or Planning and Development Review Department (PDRD) staff) aimed in forming a New Communities development Strategy. 2) Based on the priorities established in the New Communities Development Strategy, retain the services of a real estate development consultant to undertake site selection, acquire land options, and lead in the formation of development venture entities. 3) At the Mayoral and City Manager level, ensure that all City departments responsible for streets, parks, utilities, and other infrastructure are working in accord with the concepts of Imagine Austin and the priorities specified in the New communities Development Strategy. The same applies to non city entities such as school districts, county agencies, and the Capital Area Metropolitan Planning Organization (CAMPO).	Concur with modifications	Research first two parts to determine best practices and what other cities are doing to see if this is feasible in Austin. Economic Development Department with the assistance of the Real Estate Office already provides certain development strategy programs today. The third bullet under this recommendation is already being done through the Capital Planning Office's CIP Strategic Plan. All CIP departments are coordinating long range CIP needs with Imagine Austin as the guiding document.	Oct-15	Ongoing	None		2
None listed	Comprehensive Planning	Matt Lewis	130	Initiate a long-term process to consider redefining neighborhood planning boundaries and reorganize neighborhood contact groups into a larger, geographically coherent, and more manageable number of entities.	This item requires additional research.	Research best practices from other cities and explore alternative neighborhood contact structures. Staff will prepare recommendations for Council to consider regarding appropriate configuration of neighborhood boundaries.	Aug-15	Mar-16	None		2
None listed	Comprehensive Planning	George Zapalac	131	Provide stronger supervision, better definition of work programs, and measurable performance goals for the Neighborhood Assistance Center.	Concur	Continue to provide supervision to Neighborhood Assistance Center (NAC). Assign a front line supervisor. Develop a NAC Strategic Plan with Work Program Include performance benchmarks in the annual budget which relate to number of customers served by the NAC.	Aug-15	Oct-15	None	N/A	1
Project Managers/ Processes	Comprehensive Planning	Matt Lewis	132	Delegate the Future Land Use Map (FLUM) consistency review to a subordinate position, or reassign it entirely to the Land Use Division while maintaining coordination with the Imagine Austin Implementation team.	Concur with modifications	Delegate Future Land Use Map (FLUM) consistency review to a subordinate position. Create an Imagine Austin Comprehensive Plan conformance checklist to help assure consistency in reviewing for conformance with Imagine Austin.	Jun-15	Dec-16	None	N/A	1
Staffing	Current Planning	Jerry Rusthoven	133	Eliminate the One Stop Shop Program from the Division Organization Chart and replace it with a position that reflects the independent nature of this administrative function..	Concur	Planning and Zoning Staff will work with the Development Services Department on moving the position to the Development Services Department .	Aug-15	Oct-15	None		1

Staffing	Current Planning	Jerry Rusthoven	134	Ensure that Administrative Specialist Staff have designated coverage from within the Administrative Specialist staffing resource pool to provide coverage for Board and Commission meetings, lunches, breaks, etc., to eliminate the current practice of professional staff resource coverage for these activities.	Concur	Development Services Manager in the Planning and Zoning Department will cross train existing administrative staff to provide support for other administrative positions within the division.	Aug-15	Mar-16	None			1
Performance Standards	Current Planning	Jerry Rusthoven	135	Ensure that Administrative Specialist Staff consistently fulfill all assigned workflow tasks, such as scheduling, file and report set-up, rather than shifting tasks to non-administrative staff.	Concur	Development Services Manager in the Planning and Zoning Department will formalize job duties and assign administrative tasks to administrative staff.	Aug-15	Mar-16	None			1
Project Managers/ Processes	Current Planning	Jerry Rusthoven	136	Application forms and packets should be up-to-date at all times and provide flowcharts to help users better under the timing and cost of processes.	Concur	Development Services Manager in the Planning and Zoning Department will work with Information Technology staff to ensure application packets are up to date and will create flowcharts.	Aug-15	Mar-16	None			1
Technology	Entire Department	Jerry Rusthoven/Greg Hand	137	Computer fillable applications and forms for all Division application processes should be created.	Concur	Development Service Information Technology staff will convert all applications to fillable PDF for online printing and submission. Staff will configure AMANDA so a majority of applications are available for direct submission into the system through the new portal by the end of Fiscal Year 2016. Staff will configure AMANDA so all applications submitted directly into the system will adhere to specified administrative timeframes.	Jul-15	May-16	None	N/A		1
Management/ Communication	Current Planning	Jerry Rusthoven	138	Application forms should be translated into Spanish and posted online.	Concur	Planning and Zoning staff will work with the Public Information team to obtain a translation of the application packet.	Oct-15	Apr-16	None			2
Technology	Entire Department	Greg Hand		#139: The Development Services Manager for the Current Planning Division should ensure that the AMANDA system can collect data as needed to manage the Division. #148: The Development Services Manager for the Current Planning Division should ensure immediately work with the Planning and Development Review Department (PDRD) Information Technology staff to resolve the long-outstanding technological issues identified above to improve efficiency in the Division. #160: Configure AMANDA/create a Code Amendment Process Module for the Code Amendment Process. #169: Use an electronic system for the ordinance drafting process to eliminate the practice of email, scanning and interoffice mail coordination.	Concur	Development Services Information Technology staff will update, enhance, and create the workflow processes and data collection in AMANDA by conducting requirements analysis for historic preservation processes, creating folder/processes in AMANDA and retire the Access database, conducting requirements analysis for the land development code amendment process for inclusion in AMANDA, creating new AMANDA folder for code amendment process, and creating review process for Law in AMANDA	Jul-15	Mar-16	To be determined	N/A		1
Project Managers/ Processes	Current Planning	Jerry Rusthoven	140	The Current Planning Division should re-establish an outcard system for paper files.	Concur	Complete	Complete	Complete	None			1
Technology	Current Planning	Greg Hand	141	Develop filing protocols for the set-up, storage and maintenance of electronic files to ensure that they are on a shared drive accessible to all staff and saved in a searchable format. Paper files should continue to be scanned and converted to an electronic format according to priority to eliminate the need for paper office files.	Concur	Electronic Document Imaging Management System (EDIMS) implementation staff will meet with the department's Record Analyst to determine the technology needs and support required for implementing document management functions.	Jul-15	Jun-16	To be determined	N/A		1
Technology	Current Planning	Greg Hand	142	The Current Planning Division should work with the Communications and Technology Management (CTM) Information Technology Division to create a complete file record within the geographic information system (GIS) based on both assessor parcel numbers and address numbers.	Concur	The file records are already available in the geographic information system by address. Assessor parcel numbers are used but file records are not attached to them. Assessor numbers may change and are not controlled by the City. Staff will continue discussions with Travis County Appraisal District and the City of Austin Geospatial Services to resolve issues with parcels, addresses, and other data.	Jul-15	Dec-16	None	N/A		1
Management/ Communication	Current Planning	Jerry Rusthoven	143	The Development Services Manager for the Current Planning Division should revise all recurring meetings so they are structured, efficient, interactive, effective and that all scheduled participants attend regularly and accomplish the intended objectives.	Concur	Development Services Manager in the Planning and Zoning Department will modify the manner in which meetings are conducted to address the Department mission statement, a formal agenda, training and a bi-monthly team building exercise.	Aug-15	Sep-15	None			1

Management/ Communication	Current Planning	Jerry Rusthoven	144	Weekly staff meetings should include a scheduled time in each meeting to discuss the mission and direction of the Department. Additionally, a minimum of 15 minutes of each agenda should be devoted to case processing related training to improve processing consistency and expertise among staff. One meeting per month, an agenda item should be included for a team-building exercise to strengthen trust and rapport among supervisors and staff and help improve morale.	Concur with modifications	Development Services Manager in the Planning and Zoning Department will modify the manner in which meetings are conducted to address the Department mission statement, a formal agenda, training and a bi-monthly team building exercise.	Aug-15	Sep-15	None			1
Management/ Communication	Current Planning	Jerry Rusthoven	145	The Code Amendment Planner should attend bi-monthly team meetings with CodeNEXT function so that the Code Amendment Planner can ensure that the position charged with administering the code amendments fully understands new, amended code language and intent.	Concur	Staff is a member of the CodeNext Core Team and is attending those meetings.	Jul-15	Ongoing	None			1
Project Managers/ Processes	Current Planning	Jerry Rusthoven	146	A Policies and Procedures Manual for the Division should be created and include case management procedures, file management, training standards and accepted customer service standards and operations.	Concur	Development Services Manager in the Planning and Zoning Department will lead the team in updating the Policies and Procedures Manual for zoning case management and creating new manuals for annexation, historic preservation and code amendment areas.	Jul-15	Jan-16	None			2
Project Managers/ Processes	Current Planning	Jerry Rusthoven	147	Empower the current planners to be Project Manager and perform all of the functions described above through formal policy and inter-departmental/Divisional agreements.	Do Not Concur	The zoning case management process is different than the development plan or permit review process. The time between a zoning case and actual development can be lengthy and reduce the benefits of a project manager system.	N/A	N/A	None			1
Technology	Entire Department	Jerry Rusthoven/Greg Hand	148	The Development Services Manager for the Current Planning Division should immediately work with the Planning and Development Review Department (PDRD) Information Technology staff to resolve the long-outstanding technological issues to improve efficiency in the Division.	Concur	The Case Management Governing Board for AMANDA is working on a draft to the Department Directors Advisory Council to initiate a study for alternative solutions. This is part of an ongoing review to ensure the City has access to a case management solution that continues to evolve with technology improvements.	Aug-15	Dec-15	None			1
Project Managers/ Processes	Current Planning	Jerry Rusthoven	149	The Current Planning Division should conduct internal training sessions with Current Planning staff on process, procedures, code and plan amendments, modified forms and zoning policies and the comprehensive plan to raise competency levels and processing consistency.	Concur	Development Services Manager will provide training at weekly meetings and update and/or create policy and procedure manuals for each division discipline area.	Aug-15	Jan-16	None			1
Project Managers/ Processes	Entire Department	Jerry Rusthoven/Greg Hand	150	Identify training needs related to customer service and the AMANDA system.	Concur	Development Services Manager in the Planning and Zoning Department will work with Information Technology (IT) staff to identify AMANDA training opportunities. Working with IT and Human Resources staff, a training schedule will be created to complete a specific number of hours of customer service and AMANDA training annually.	Aug-15	Mar-16	None			1
Project Managers/ Processes	Current Planning	Jerry Rusthoven	151	Provide cross-training opportunities within the Current Planning Division and between the other Planning-related functions.	Concur	Development Services Manager in the Planning and Zoning Department (PAZ) will work with managers from other PAZ areas and within the Land Use Review division of the Development Services Department to set up an annual training schedule for cross training.	Oct-15	Oct-15	None			2
Performance Standards	Current Planning	Jerry Rusthoven	152	The Current Planning Division should create an annual Work Program as part of the budget process.	Concur	Development Services Manager in the Planning and Zoning Department (PAZ) will outline the specific services the division provides and work with the Director and financial staff to support their inclusion in the annual business plan and proposed budget.	Oct-15	Jun-16	None			1
Project Managers/ Processes	Current Planning	Jerry Rusthoven	153	A formal policy should be adopted to reject all incomplete applications.	Concur	Planning and Zoning staff will establish a formal zoning use determination application acceptance policy through a memorandum of understanding with the intake section of the Development Services Department.	Aug-15	Oct-15	None			1

Technology	Current Planning	Jerry Rusthoven/Greg Hand	154	Configure the AMANDA system to allow online, electronic submittals and payment for Administrative applications as a first step towards online, electronic Planning and Development Review Department (PDRD) Application submittals.	Concur	The Case Management Governing Board for AMANDA is working on draft to the Department Directors Advisory Council to publish a Request for Information for alternative solutions. This is part of an ongoing review to ensure the City has access to a database product that continues to evolve with technology improvements.	Jul-15	Dec-15	None			1
Technology	Current Planning	Jerry Rusthoven/Greg Hand	155	Configure the AMANDA system so that Administrative Applications can be reviewed and approved in the AMANDA system, online. Approval timeframes should be established in AMANDA for Administrative approvals and monitored, tracked, and reported on to ensure that they are successfully being met.	Concur	The Case Management Governing Board for AMANDA is working on a draft to the Department Directors Advisory Council to initiate a study for alternative solutions. This is part of an ongoing review to ensure the City has access to a case management solution that continues to evolve with technology improvements.	Sep-15	Mar-16	None			1
Project Managers/ Processes	Current Planning	Jerry Rusthoven	156	Once AMANDA is configured to process Administrative applications, the Division Manager should delegate case management to a principal level staff, with final sign off in AMANDA by the Division Manager.	Concur	Development Services Manager will update the zoning manual to describe procedures to process use determinations and provide training to the zoning principal planner.	Oct-15	Dec-15	None			1
None listed	Current Planning	Jerry Rusthoven	157	The City should update the MUD and PID policies to provide an updated growth management framework for the City.	Concur	Planning and Zoning Department staff will work with the Law Department to update the Municipal Utility District (MUD) and Public Improvement District (PID) policies and will present their recommendations to City Council.	Aug-15	Apr-16	None			1
Project Managers/ Processes	Current Planning	Jerry Rusthoven/Greg Hand	158	Configure AMANDA to create an Annexation Module for the Annual Annexation process to eliminate the need for paper file creation and maintenance, facilitate distribution of review materials and collation of review comments, etc.	Concur	The Case Management Governing Board for AMANDA is working on a draft to the Department Directors Advisory Council to initiate a study for alternative solutions. This is part of an ongoing review to ensure the City has access to a case management solution that continues to evolve with technology improvements.	Aug-15	Mar-16	None			1
Staffing	Current Planning	Jerry Rusthoven	159	Create a staffing model for the Code Amendment Function using application labor hours derived from the Planning and Development Review Department (PDRD) fee study to determine appropriate staffing levels for the function to justify the need for additional staff.	Concur	Development Services Manager in the Planning and Zoning Department will develop procedures staff to track the number and the amount of time allotted for each land development code amendment.	Aug-15	Jun-16	None			1
Staffing	Current Planning	Jerry Rusthoven	161	Create a staffing model for Historic Preservation Function using application labor hours derived from the Planning and Development Review Department (PDRD) fee study to determine appropriate staffing levels for the function to justify the need for additional staff	Concur	Development Services Manager in the Planning and Zoning Department will develop procedures staff to track the number and the amount of time allotted for historic preservation functions.	Aug-15	Aug-16	None			1
Technology	Current Planning	Jerry Rusthoven/Greg Hand	162	Configure AMANDA to allow for online submittal and payment of Historic Preservation Applications.	Concur	The AMANDA application will be configured to provide online submittal and payment of Historic Preservation Applications. Development Services Department Information Technology staff will work with the Communications and Technology Department staff to implement.	Oct-15	Sep-16	None			1
Technology	Current Planning	Sylvia Arzola, Steve Sadowsky	163	Flowcharts of the applications managed by the Historic Preservation Office should be posted online to aid users in understanding the various processes.	Concur	Add relevant content to the Historic Preservation Office webpage. Current Planning staff will work to develop a mission statement for the Historic Preservation Office, flowcharts and other relevant information. Public Information staff will then post the information to the website within 2 working days.	Aug-15	Oct-15	None	N/A		1
Performance Standards	Current Planning	Jerry Rusthoven	164	Completeness checks for Zoning Case Management Applications should be completed within 5 working days of submittal. The Completeness check should be accomplished within the context of the staff review (DRC) period, so that all reviewers can help evaluate the whether the project is complete and ready to continue through the hearing process.	Concur with modifications	Planning and Zoning staff will establish a formal zoning map application acceptance policy through a memorandum of understanding with the intake section of the Development Services Department. An updated zoning case application checklist will be prepared.	Aug-15	Oct-15	None			1
Performance Standards	Current Planning	Jerry Rusthoven	165	The Development Services Manager for the Current Planning Division should ensure that all application materials are immediately distributed, within 1-2 days maximum to the case manager and reviewers. Once digital submittals are possible, application materials should be submitted and distributed electronically.	Concur	Development Services Manager in the Planning and Zoning Department will work with Development Services Department Intake staff to create a procedure to distribute preliminary zoning application materials within two business days to the zoning case manager.	Aug-15	Sep-15	None			1

Project Managers/ Processes	Current Planning	Jerry Rusthoven	166	Establish a development review committee (DRC) function, so that it serves as a case review function for more complex zoning projects, as described above. The DRC should also be used to review complex subdivision and site plan projects.	Do Not Concur	A development review committee (DRC) process for zoning request would slow down the application process. It is not needed for most zoning cases and when meetings on particular subjects are needed staff finds it more efficient to only invite necessary staff.	N/A	N/A	None		1
Technology	Current Planning	Greg Hand		#167: Purchase iPads or laptops computers for Commission members, if they are not currently available in hearing chambers, so that agenda packet materials can be viewed electronically at hearings instead of on paper. #168: Once electronic submittals are possible through the AMANDA system, the Development Service Manager for the Current Planning Division should ensure that agendas packets are only distributed electronically to members, as well as posted online to eliminate the time and cost associated with copying and delivery of the paper agenda packet.	Concur with modifications	The technology for commission members to view agendas and meeting material already exists and use has already been suggested to reduce the production of printed materials. Additionally, Development Services staff will confer with the City's Innovation Office to discuss options for migrating to an electronic information delivery mechanism and develop a plan for procurement, distribution and training.	Oct-15	Dec-15	To be determined	N/A	2
Technology	Entire Department	Jerry Rusthoven/Greg Hand	169	Use an electronic system for the ordinance drafting process to eliminate the practice of email, scanning and interoffice mail coordination.	Concur	Development Services Manager in the Planning and Zoning Department will work with Information Technology staff to implement a solution with the Law Department to create an electronic process for ordinance preparation.	Sep-15	Mar-16	None		1
Project Managers/ Processes	Current Planning	Jerry Rusthoven	170	Work with the City Council to modify the existing postponement policy in order to curb the practice of excessive postponements, which is a drain on city resources.	Concur	Staff will provide the Council information regarding the City's zoning postponement policy. Staff will also inform Council of any unusual implications of postponing a zoning case to a particular date when a case is being considered for postponement. Council has recently adopted a new zoning public hearing and meeting policy which placing them on a particular meeting once a month. for discuss implications of postponements with Council staff. Work with City Council staff to try and reduce postponements.	Aug-15	Sep-15	None		2
Technology	Comprehensive Planning	Matt Lewis	171	There should be an appropriation for mapping of the new code and an electronic code.	Concur	Appropriate resources for mapping of the new code and an electronic code will be determined. Staff will assess the need for additional personnel resources to support the mapping endeavor as the date draws closer to the adoption of a new Land Development Code. Electronic Code: Planning and Zoning Department staff will continue conversations with the CodeNEXT consultant team about creating a "digital" zoning code. For these purposes, that term "digital" means an electronic code that makes the code viewable electronically, but a "smart" code that also makes the code easier to use. For example, a user might be able to create a customized zoning summary for a particular address or a particular use.	Jun-15	Ongoing	The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost is \$40,000. Additional funding will be determined in future fiscal years for the zoning mapping process and the electronic code.	Operating	1
Management/ Communication	Comprehensive Planning	Matt Lewis	172	The Director of the Planning and Development Review Department should actively participate in the CodeNEXT project.	Concur	The Planning and Zoning Department Director will participate in CodeNEXT project. With the division of the former Planning and Development Review Department into the Planning and Zoning Department (PAZ) and the Development Services Department, the director of PAZ has been (and will continue to be) able to participate far more consistently and meaningfully in the CodeNEXT project.	Jun-15	Ongoing	None	N/A	1
Management/ Communication	Development Assistance Center	Christopher Johnson		#173: The Development Assistance Center (DAC) Division Manager should designate several employees to perform lead duties to help reduce the number of employees directly reporting to the Division Manager. #184: The Development Assistance Center (DAC) Division Manager needs to schedule periodic staff meetings to disseminate information from management and to solicit input from employees.	Concur	The two Development Services Process Coordinators in Development Assistance Center (DAC) have been designated as leads/supervisors, thereby significantly reducing the number of direct reports for the DAC Manager. With this organizational change, it now becomes much more feasible to schedule staff meetings. The Manager can schedule regular meetings with the two leads to share information from management meetings, and a separate regular meeting with the remaining non-lead direct reports. The two leads will also schedule regular meetings with their direct reports to disseminate information.	May-15	Aug-15	None	N/A	1

Management/ Communication	Development Assistance Center	Christopher Johnson	174	The Development Assistance Center Manager should establish employee performance standards, performance auditing and ongoing employee training to bring meaning back to Employee Performance Evaluations.	Concur with modifications	The Development Assistance Center (DAC) Manager will review potential performance measures with DAC staff and Development Services Human Resources Manager, identify appropriate performance measures and implement with Fiscal Year 2015 and 2016 Success Strategy Performance Reviews.	Jun-15	Dec-15	None	N/A	1
Staffing	Development Assistance Center	Christopher Johnson	175	The Development Assistance Center Manager should establish performance standards for the Division that identify staffing ratios based on the full-time equivalents available to accomplish specified activities consistent with service delivery standards.	Concur	The Development Assistance Center (DAC) Manager will analyze historical performance measures of walk-in customer counts by discipline area and volume of site plan correction/exemption applications to establish appropriate staffing levels for benchmarked workload areas	May-15	Dec-15	None	N/A	1
Staffing	Development Assistance Center	George Adams	176	Backup needs to be available for the Environmental Review Specialist in Development Assistance Center (DAC) through a cooperative agreement with Land Use Review or cross-training within DAC.	Concur with modifications	An Environmental Review Specialist position is included in the FY2015-16 Proposed Budget. Once an additional Environmental Review Specialist is hired and housed in Land Use Review, the Environmental Review (EV) specialist will provide backup for the Development Assistance Center EV reviewer.	Oct-15	Mar-16	The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$58,016.	N/A	1
Management/ Communication	Entire Department	Andrew Linseisen, Chris Johnson	177	Examine how the Planning and Development Review Department (PDRD) Development Assistance Center specialists are managed to ensure both day-to-day operational assignments and on-going technical training requirements are addressed.	Concur with modifications	The Land Use Review (LUR) Division Manager and the Development Assistance Center (DAC) Division Manager will evaluate current training techniques and practices; LUR and DAC will continue the collaborative work to ensure consistency in code and criteria interpretations by staff in each division; LUR staff and DAC staff will collaborate on a review of standard policies applicable to both division to ensure consistency of code interpretations; LUR and DAC will convene a focus group of employees for further assistance with this recommendation.	Jun-15	Mar-16	None	N/A	1
Management/ Communication	Development Assistance Center	Christopher Johnson	178	The Development Assistance Center (DAC) Manager should evaluate the need to add staff to maintain the Records Management Program in light of other recommendations made that impact workload.	Concur	The Development Assistance Center manager has evaluated the need and a position will be requested in the Fiscal Year 2016-2017 budget.	Complete	Complete	To be determined	N/A	1
Management/ Communication	Development Assistance Center	Christopher Johnson	179	To reduce customer wait times the Development Assistance Center Manager should request an additional four (4) staff positions or consultants to support Zoning, Transportation, Administrative Exemptions and Environmental Reviews.	Concur	Three (3) Planner Senior positions are included in the FY2015-16 Proposed Budget, and one Planner Senior position will be included in the FY 2016-17 budget request. One full-time equivalent (FTE) will be placed in the Development Assistance Center (DAC) to support day to day operations and three (3) new DAC support staff be located within Land Use Review (LUR) and assigned to support DAC on a dedicated basis. DAC experiences significant variations in customer service requests and it is anticipated that a blended combination of one new FTE in DAC coupled with a dedicated team of support from LUR will most effectively meet the customer service demands in DAC. The three full-time positions for LUR would be split by discipline with one new position added to the review teams for the Site Plan, Subdivision, and Transportation disciplines. Completion date includes time for hiring and training staff	Oct-15	Sep-16	The funding for this recommendation will be split between the FY2015-16 and the 2016-17 Proposed Budget. The estimated cost for the three (3) Planner Senior positions is \$222,002 for FY2015-16; and the estimated cost for the one Planner Senior position is \$74,001 for FY2016-17.	N/A	1

Project Managers/ Processes	Development Assistance Center	Christopher Johnson	180	Plans approved by Commercial and Residential Plan Review Sections should be delivered to the first floor Development Assistance Center (DAC) Research and Document Sales Center for retention and subsequent distribution to customers after they have paid their outstanding permit fees.	This item requires additional research.	Additional information is required to evaluate this recommendation. These include: physical space considerations; impact on the Development Assistance Center (DAC) staff workload for maintaining and retrieving approved plans, verifying fee payment etc.; impact to service levels for existing research customers and response times to Public Information Requests. The DAC Manager will meet with Permit Center and Plan Review staff to get a better understanding of the space and staff workload implications and customer expectations. These meetings will occur between June 2015 and December 2015, so that a decision can be made prior to submittal of Fiscal Year 2016-2017 budget request if the decision is made to implement the recommendation, and financial considerations are identified.	Jun-15	Dec-15	None		1
Management/ Communication	Development Assistance Center	Christopher Johnson	182	Development Assistance Center (DAC) staff should complete a meeting summary statement for all formal and informal meetings with customers when specific direction has been provided. This information should be available to other staff through the AMANDA system interface.	Concur with modifications	The Development Assistance Center (DAC) manager will meet with appropriate DAC staff to explore options of documenting meetings. The DAC manager will meet with IT staff to explore options of uploading DAC staff directives and supporting documentation from applicant, that directive was based upon.	Oct-15	Jun-16	To be determined	N/A	1
Management/ Communication	Development Assistance Center	Christopher Johnson	183	The Development Assistance Center (DAC) Division Manager needs to develop a system to frequently disseminate important information to all employees in the Division.	Concur	The Development Assistance Center (DAC) Manager will develop Standard Operating Procedures for compiling, disseminating, communicating and implementing information and include relevant Land Use Review and other staff.	Oct-15	Mar-16	None	N/A	1
Management/ Communication	Development Assistance Center	Christopher Johnson	185	The Development Assistance Center (DAC) Manager should adopt a process of communicating process or interpretation changes to employees and establish a location where these communications will be archived for future reference.	Concur	With the designation of the two leads in the Development Assistance Center (DAC), it is now feasible to schedule regular staff meetings. The DAC specialist currently attend the Land Use Review discipline staff meetings (Drainage Engineers, Environmental, Site Plan, Subdivision, & Transportation). Interpretation and process changes that are conveyed to staff at these meetings, can be shared with other DAC staff at their team meetings and disseminated to DAC manager at lead meetings.	Jun-15	Feb-16	None	N/A	1
Management/ Communication	Development Assistance Center	Christopher Johnson		#186: Public Notices should be placed in secure enclosures that are readily visible to customers. #187: Public Notices intended to be posted should be of large print so they can be easily read by customers.	Concur with modifications	The Development Assistance Center (DAC) Manager will look into the feasibility of placing public notices in secure location and use large print for public notices, taking the number of notices and their font size into consideration. Larger print may necessitate larger cabinet size. Official rule posting and agendas are already posted in a secure cabinet in the One Texas Center lobby on the 1st floor.	Oct-16	Jan-17	To be determined	N/A	2
Management/ Communication	Development Assistance Center	Sylvia Arzola	188	The public information handouts provided in the Development Assistance Center should be revised to be more attractive and readable.	Concur	Public Information staff will design and update all public handouts. A Public Information Specialist position is included in the FY2015-16 Proposed Budget in accordance with recommendation #387. This position will be able to assist with this recommendation.	Jan-16	Mar-16	To be determined	Operating	1
Technology	Development Assistance Center	Greg Hand	189	Development Assistance Center Document Management staff should investigate the availability of technology to streamline the process of redacting confidential information from documents requested by the public.	This item requires additional research.	Records Management and Information Technology staff will complete an inventory of documents that contain confidential information that should be redacted before being released online and for public information requests. They will conduct research to find technology that can automate redaction of confidential information on documents.	Oct-16	Dec-17	None		2

Project Managers/ Processes	Development Assistance Center	Christopher Johnson		#190: The Development Assistance Center (DAC) Manager should eliminate the current practice of processing and maintaining minor corrections to an approved master site plan for those properties not otherwise exempt. #191: The large quantity of site plan mylars currently stored in the Records Research area should be moved off-site regardless of whether the Corrections program is abandoned.	Concur with modifications	The Development Assistance Center (DAC) Manager will meet with DAC staff and staff from Commercial Plan Review and Land Use Review to consider any possible adverse impacts from such a process change. If other divisions are in agreement, a pilot will be initiated of no longer processing site plan corrections for change-of-use requests. If successful, the pilot will be expanded to a policy change to include all corrections to site plans for sites that have completed all originally proposed improvements, and staff can then eliminate the on-site storage of mylar record sets from completed site development projects.	Oct-16	Jun-16	None	N/A	1
Finance	Land Use Review	Andrew Linseisen	192	The City and the Legal Department should review the funding for public information requests and support, if necessary, legislation to increase the cost reimbursement.	Concur	Staff will determine a cost of service for documentation requested and as allowed through the Public Information Act. A task order will be established for Public Information Request research and all relevant staff to track time and expenses even if cost reimbursement is not able to be implemented.	Jan-16	Jun-16	To be determined	N/A	2
Management/ Communication	Land Use Review	Andrew Linseisen	193	Planning and Development Review Department (PDRD) and the Legal Department should meet to discuss timing issues, quality of requests, and quality of response issues regarding legal documents for Land Use.	Concur	Development Services Department (DSD) and the Legal Department will meet to discuss timing issues, quality of requests, and quality of response issues regarding legal documents for Land Use. DSD is working with the Law Department to move document review to AMANDA, establish standard timelines for legal document review, provide approval of opinions in writing and sign off on policy interpretations; DSD supports increased resources being added to the Law Department to provide adequate support for DSD and PZD requests.	Jan-16	Jun-16	To be determined	N/A	1
Technology	Land Use Review	Greg Hand	194	The Administrative Supervisor should work with Communications and Technology Management Department (CTM) to configure AMANDA to collect and report on additional data for the Intake/Notification Function in the Land Use Review division.	Concur	Development Services Information Technology staff will update and enhance the workflow processes and data collection in AMANDA. Land Use staff will use the Customer Wait Tracking System or similar application to manage and track customer visits. Development Services Information Technology staff will create Microstrategy dashboards to improve management's ability to monitor activities and timelines.	Jul-15	Dec-15	None	N/A	1
Management/ Communication	Land Use Review	Andrew Linseisen	195	The Managing Engineer and section managers and supervisors should hold a series of meetings to discuss how to best address the Managing Engineers span of control issue.	Concur with modifications	The Managing Engineer and section managers and supervisors will hold a series of meetings to discuss how to best address the Managing Engineers span of control issue. The Land Use Review (LUR) Division Manager and Assistant Director will analyze the organizational structure of LUR and develop recommendations to reduce the span and control of the Division Manager. Changes to span and control will require additional resources being allocated to the division.	Jun-15	Dec-15	To be determined	N/A	1
Management/ Communication	Land Use Review	Andrew Linseisen	196	Revise content and approach to Land Use Review division meetings as outlined above.	Concur with modifications	All Land Use Review (LUR) recurring meetings will continue to utilize agendas that outline the purpose of the meeting; Specific action items and meeting summary notes can be developed provided adequate administrative resources are added to the division LUR managers agree that scheduled times should be established in appropriate meetings to discuss the mission and direction of the function as related to processing activities and service delivery; LUR will continue efforts to provide broad based overviews of the purpose, scope, and technical requirements related to each specific review discipline as part of LUR Division meetings; LUR supervisors and managers will explore the inclusion of additional team-building exercises to strengthen trust and rapport among supervisors and staff and improve morale.	Jun-15	Dec-15	To be determined	One-Time	1

Staffing	Land Use Review	George Adams	197	The various sections of Land Use Review should update their training manual.	Concur	Discipline Team Leads are currently responsible for maintaining the currency of their sections Training Manuals as prescribed in the supervisor's individual performance goals; Training Manuals are reviewed and updated on at a minimum of an annual basis as prescribed in the supervisor's individual performance goals.	Jun-15	Dec-15	None	N/A	1
Management/Communication	Land Use Review	Andrew Linseisen	198	Policy and procedural changes should be formally discussed and announced to all staff and Stakeholders in advance of implementation.	Concur	Development Services will continue a department-wide effort to review all policies and procedures as part of the creation of the new department; Land Use Review Division Manager will continue to include the development of policy interpretations to clarify and uniformly implement code and criteria as an individual performance measure for all supervisory staff; Land Use Review will examine the most efficient communication strategy to provide access to policy documents to our internal and external stakeholders.	Jun-15	Mar-16	None	N/A	1
Staffing	Land Use Review	George Adams	199	Add one customer service representative.	Concur	The position is included in the FY2015-16 Proposed Budget.	Oct-15	Mar-16	The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$63,524.	Operating	1
Staffing	Land Use Review	George Adams	200	The Supervisor should create a staffing model for the Intake and Notification function using application labor hours derived from the Planning and Development Review Department (PDRD) fee study to conduct a staffing analysis to determine appropriate staffing levels, if activity volumes significantly increase to justify the need for additional staff.	Concur	The Intake Supervisor will work with the Land Use Review Division Manager, Assistant Director, and Finance Manager to create an appropriate staffing model for the Intake functions; Add 1 new full-time equivalent as Customer Service Representative Senior to Intake staff to increase number of staff available to perform all tasks associated with the Intake process; The Notification workgroup is currently adequately staffed.	Jun-15	Mar-16	See recommendation #199.	N/A	1
Staffing	Land Use Review	Andrew Linseisen	201	The Land Use Review Division and Planning and Development Review Department's (PDRD's) Human Resources function should carefully monitor staff turnover for the Land Use Review Division.	Concur	The Land Use Review (LUR) Division and Planning and Development Review Department's (PDRD's) Human Resources (HR) function will investigate staff turnover for the Land Use Review Division. LUR Division Manager will continue to work with Development Services Human Resources team to evaluate year to year turnover in the division; LUR Division Manager will continue efforts to diversify the career opportunities with the Division to encourage internal promotion and career growth through proper organizational structure; LUR Division Manager will continue efforts to evaluate the qualifications and compensation of staff within the division by the City's Corporate Human Resource Department; Turnover in some sections is due to inadequate compensation tied to the job classifications, market studies and pay scale adjustments are recommended for many positions in LUR.	Jun-15	Dec-15	To be determined	N/A	2
Technology	Land Use Review	Greg Hand	202	Confirm the existence of specific AMANDA configuration issues that were reported and initiate correction of these issues through Communications and Technology Management Department (CTM) as soon as possible.	Concur	Development Services Information Technology staff and the Communication and Technology Department Information Technology staff will update and enhance the workflow processes and data collection in AMANDA.	Jul-15	Dec-15	None	N/A	1
Technology	Land Use Review	George Adams	203	Explore whether the Customer Wait System can be modified to include City Arborist walk-in customers to facilitate more efficient customer service.	Concur	Staff will work with the Land Use Review (LUR) Division to determine if the Customer Wait System is the appropriate technology for tracking of walk-in customers. LUR managers will recommend if relocation of the walk-in customers from the lobby of LUR to a more appropriate customer service area in the department.	Nov-15	May-16	To be determined	N/A	1

Management/ Communication	Land Use Review	George Adams	204	The Supervisor should conduct internal training sessions with staff on process to raise competency levels and processing consistency.	Concur	Supervisor will survey staff to gain information on the types of training desired or needed for their job function. Work with training unit to develop a comprehensive training program for both Departments which includes, but not limited to, AMANDA training, customer service training, leadership training, and cross training between disciplines, divisions, and departments. Request training budget to cover all training costs including registration and required material fees, and certification exam fees. Create joint training sessions between Development Services divisions and Planning and Zoning divisions to create consistency and knowledge within both departments regarding Land Development Code changes. Incentivize employees to obtain professional licenses and certifications. (American Institute of Architects (AIA), American Institute of Certified Planners (AICP), Leadership in Energy and Environmental Design (LEED), Congress for New Urbanism (CNU), International Code Council (ICC), etc.)	Oct-15	Feb-16	None	N/A	1
Technology	Land Use Review	George Adams	205	The Supervisor should identify training needs related to customer service and the AMANDA system and schedule training accordingly.	Concur with modifications	Development Services supervisors and managers will continue to identify AMANDA issues that require corrective action and develop a standard methodology for reporting these requests. Development Services Information Technology (IT) staff will work with managers and supervisors to determine if times are a training issue or if AMANDA changes are required; Development Services IT staff will assist in providing ongoing training towards improving the consistency of the use of AMANDA. Additional training will be planned for all staff as part of the implementation of Electronic Plan Review for all staff. Create a training lab at One Texas Center for instructor-led courses.	Oct-15	Mar-16	To be determined	N/A	1
Staffing	Land Use Review	George Adams	206	Staff should be cross-trained to provide back up, job interest and raise overall competency levels.	Concur with modifications	Land Use Review (LUR) will explore cross-training between intake, notification, and distribution and Planner 1 duties. Land Use Review will continue division meeting presentations, where staff from different disciplines present core review areas of each discipline and the codes and criterias utilized in their specific reviews. This cross-information of the reviews by each specific review section enhances collaboration across LUR.	Aug-15	Mar-16	None	N/A	1
Partnering Departments	Land Use Review	George Adams	207	The Land Use Review Division Manager should prepare a descriptions and SOP concerning Division responsibilities' related to Travis County.	Concur	The Land Use Review (LUR) Division Manager should prepare a descriptions and Standard Operating Procedure (SOP) concerning Division responsibilities related to Travis County. LUR Division Manager will explore opportunities for a standing monthly managers meeting with Travis County to discuss and review the existing Chapter 30 code mandated descriptions and SOP regarding responsibilities and current practices. Zucker Phase II study will assist in the development of a Memo of Understanding with Travis County outlining standard procedures. Discuss any practices that need to be revised or that do not meet those current requirements. LUR managers and Travis County managers will review and propose changes to policies and procedures and code revisions where necessary to improve the collaborative review process.	Jan-16	Jun-16	None	N/A	2
Partnering Departments	Specialization Land Use Review	George Adams	208	The Planning and Development Review Department (PDRD) Managing Engineer, Assistant Director, and the Environmental Program Coordinator should meet with the City Attorney and appropriate attorneys to solve coordination issues.	Concur	The Planning and Development Review Department (PDRD) Managing Engineer, Assistant Director, and the Environmental Program Coordinator will meet with City Attorney to solve coordination issues. Also see recommendation 193.	Aug-15	Feb-16	To be determined	N/A	1

Staffing	Specialization Land Use Review	Andrew Linseisen	209	A detailed staffing analysis should be conducted to examine competitive salaries, staffing levels, and career advancement plans for the Environmental Review section.	Concur with modifications	The Development Services Department (DSD) Resources Manager, in collaboration with the Corporate Human Resources Compensation Division, reviewed and revised related job descriptions to ensure they were valid, correct, and relevant. The Compensation Division conducted a market review, matching City environmental review jobs to those in similar market areas. Current City pay ranges were compared to the market information, and when indicated by market, equity and value, adjustments were made to the pay ranges. Employee pay rates were adjusted to reflect the updated pay ranges.	Complete	Complete	None	N/A	1
Project Managers/ Processes	Specialization Land Use Review	George Adams	210	The 245 Grandfathering committee should conduct open meetings and allow the applicant to make a presentation. The Planning Director should no longer participate in this meeting.	This item requires additional research.	The Development Services Department (DSD) will identify tools to increase applicant's understanding of the City's 245 Process. The Chapter 245 review is a component of the completeness check process and must be complete within 10 days, which presents a challenge for scheduling applicant presentations. Applicants are allowed to present at reconsideration hearings. Additionally, the Chapter 245 meetings only include City staff and City Attorneys to share potentially attorney-client privileged information. The Chapter 245 Process is a function of DSD, and the Department Director has assigned the responsibility for the Chapter 245 Process to the Assistant Director.	Jun-15	Feb-16	None		1
Management/ Communication	Specialization Land Use Review	Andrew Linseisen	211	The Managing Engineer and the Division Manager Construction Inspection should discuss the appropriate organizational location for the Barton Springs operating permits.	Concur with modifications	The Managing Engineer and the Division Manager Construction Inspection should discuss the appropriate organizational location for the Barton Springs operating permits. Development Services is currently evaluating combining the Barton Springs Zone Operating Permit Inspection with the Administrative portion contained in Land Use Review.	Oct-16	Mar-17	None	N/A	2
Finance	Specialization Land Use Review	George Adams	212	Determine that the total cost to service the General Permit Program including field inspections is sufficiently offset by franchise fees.	Concur	The Zucker Report references a franchise fee, however it is a general permit fee. The General Permit program is currently funded from multiple sources including the yearly permit fees. Development Services management will study the level of support provided to the program based on franchise fees and make recommendations for changes if necessary.	Oct-16	Jan-16	None	Operating	2
Staffing	Specialization Land Use Review	Andrew Linseisen	213	A Transportation Engineer should be added to the Transportation Section.	Concur	This recommendation is complete; a Transportation Engineer at the level of Engineer C has been hired by the Land Use Review Division Manager.	Complete	Complete	None	N/A	1
Staffing	Land Use Review	John Beasley	214	The job specifications and job descriptions should be reviewed for the Planner Seniors in the Transportation Review Section.	Concur with modifications	Job descriptions and qualifications are defined by Corporate Human Resources (HR) and have city-wide implications if changes are made. The Land Use Review (LUR) Division Manager has requested that Corporate HR undertake a full job classification and compensation study for the Land Use Review Division, and this is under consideration by Corporate HR. The concern over the qualification of the Transportation Review staff has been partially alleviated with hiring the Transportation Engineer (Recommendation # 213) to augment Transportation Review staff.	Mar-16	Sep-16	To be determined	N/A	1
Technology	Specialization Land Use Review	Andrew Linseisen	215	The Transportation Manager should work with staff to determine how to best meet the AMANDA deadlines at least 90% of the time.	Concur	Additional staff resources have been requested in the FY2015-16 Proposed Budget to augment staffing levels to ensure performance measures are met and improve customer service.	Oct-16	Dec-16	To be determined	Operating	1
Staffing	Specialization Land Use Review	Andrew Linseisen	216	The staffing levels for the Transportation Review Section should be reviewed following the job specifications and job description review.	Concur	The Land Use Review Division Manager will review the staffing levels for the Transportation Review Section.	Aug-15	Dec-15	To be determined	N/A	1

Management/ Communication	Specialization Land Use Review	Andrew Linseisen	217	The Supervising Engineer should review and possibly increase the delegation of operational functions.	Concur with modifications	The Land Use Review (LUR) Managing Engineer and Supervising Engineer will review the current team reporting structure to identify methods to reduce direct reports to the Supervising Engineer; LUR Managing Engineer and Supervising Engineer will review the current duties to identify opportunities to strengthen the use of the Team Leads and additional delegation opportunities for the Supervising Engineer.	Aug-15	Jan-16	None	N/A	1
Management/ Communication	Specialization Land Use Review	George Adams	218	The Managing Engineer of Land Use Review and Manager of Development Assistance Services and the Assistant Director should meet to discuss the appropriate reporting relations for the Engineer B located within Development Assistance Center (DAC).	Concur with modifications	The Development Assistance Center (DAC) and Land Use Review (LUR) Division Managers and Assistant Director will discuss the reporting structure of the Engineer B in the Development Assistance Center; The DAC and LUR Division Managers and LUR Supervising Engineer will discuss ways to continue to improve the consistency of code and criteria interpretations made by the DAC Engineer B and the LUR Drainage and Water Quality review team.	Aug-15	Mar-16	None	N/A	1
Performance Standards	Specialization Land Use Review	George Adams	219	The application review process should follow the four items outlined above. The four items are : 1) Completeness check should be sufficient to ensure staff can complete a comprehensive first review; 2) Staff should be trained to complete a comprehensive first review; 3) Supervisors and managers should audit a percentage of reviews; 4) Reviewers should use a problem solving approach.	Concur with modifications	Land Use Review managers and supervisors have created Completeness Check Guidelines to increase transparency and consistency of the completeness check process. This is a living document that will be continually updated and made available to applicant's; Supervisors will continue to implement the performance measure of auditing each staff's comments; Supervisors will continue to utilize peer review of completed applications for consistency and accuracy of review and emphasize customer service and problem solving.	Aug-15	Dec-15	None	N/A	1
Performance Standards	Specialization Land Use Review	George Adams	220	The performance measures for the Land Development Division should be changed as shown in Table 52. These performance measures recommend reduced review times for some types of applications.	This item requires additional research.	Where recommendations call for reduced review times, increases in staff resources may be required. Additional staff positions are requested in the FY2015-16 Proposed Budget to assist with reducing review times. However, the City's Code must be significantly streamlined so that review times can be further reduced.	Jan-16	May-16	To be determined		1
Project Managers/ Processes	Specialization Land Use Review	George Adams	221	The Site Plan Review staff should update the Administratively Approved Site Plan Review flow chart to show only milestone steps.	Concur	The supervisor of the Site Plan Review section will work with the site plan review team to update the Administratively Approved Site Plan flow chart and make this updated document available to applicant's	Aug-15	May-16	None	N/A	1
Project Managers/ Processes	Specialization Land Use Review	George Adams	222	The Subdivision Review staff should create an updated Administratively Approved Subdivision Review flow chart that shows milestone steps in the approval process and include it as a visual aid in application packets or development guides to help users better understand these processes.	Concur	The supervisor of the Subdivision Review section will work with the subdivision review team to update the Administratively Approved Subdivision Review flow chart and make this updated document available to the applicant's.	Aug-15	Mar-16	None	N/A	1
Project Managers/ Processes	Specialization Land Use Review	George Adams	223	The Site Plan Review and Subdivision Review staff should update submittal checklists for Commission approved applications to require the minimum number of documents necessary to facilitate review and action.	Concur	The Subdivision and Site Plan supervisors will review the requirements for the normal distribution of plans, the submittal checklist for Commission approved applications, and discuss internal reviewer requirements with those review groups; Subdivision and Site Plan supervisors will review the future needs of documents with the implementation of the EPR (Electronic Plan Review). Subdivision and Site Plan supervisors will review and update the distribution and submittal checklist for Commission approved applications.	Dec-15	May-16	None	N/A	1

Project Managers/ Processes	Specialization Land Use Review	Andrew Linseisen	224	The Managing Engineer should assign the Completeness Check Review process to the Intake/Notification function so that it is proactively managed, monitored and continuously improved.	Concur	The Completeness Check process is currently undergoing evaluation and changes are being implemented to improve the process with goal of increasing the applicant's successful completion of the process on initial submittal. The Land Use Review Division Manager has established bi-monthly meetings among staff participating in completeness check process and workgroups are being held to share information to evaluate current processes and practices. The Intake team has been assigned to oversee the completeness check process.	May-16	Aug-16	None	N/A	1
Project Managers/ Processes	Specialization Land Use Review	George Adams	225	The Procedure Manual for all submittal processes should be updated to provide CSR's with step-by-step instruction on submittal processes, to facilitate training and raise overall proficiency.	Concur	Development Services will update Procedure Manuals for all processes.	Oct-15	Oct-16	None	N/A	1
Project Managers/ Processes	Specialization Land Use Review	Andrew Linseisen	226	The Completeness Check Review Process should be automated as soon as practicable through the AMANDA system to allow for electronic submittal, payment and electronic review.	Concur	The Completeness Check process has been identified as a key workflow element in the Electronic Plan Review process; AMANDA changes required to implement a full review process will be completed as part of the migration to Electronic Plan Review.	Oct-15	Oct-16	To be determined	One-Time	1
Project Managers/ Processes	Specialization Land Use Review	George Adams	227	All Site Plan and Subdivision submittal checklists for Land Use Review applications should be reviewed to determine minimum submittal quantities and requirements and updated accordingly so that they are an effective screening tool for Intake staff.	Concur	Subdivision and Site Plan supervisors will review the requirements for applications and the normal distribution of plans; Subdivision and Site Plan supervisors will review and update the distribution and submittal checklist will be updated and provided to the intake review team: Completeness checklists will be updated with specific minimum requirements for effective review.	Jun-15	Feb-16	None	N/A	1
Technology	Specialization Land Use Review	Greg Hand		#228: The Managing Engineer should ensure that AMANDA is configured to calculate accurate review due dates. #229: Determine whether the AMANDA system contains configuration errors that prevent accurate identification of reviewers in the Completeness Check Process or whether the issue stems from incomplete training and resolve the problem accordingly. #230: AMANDA should be configured to accurately calculate all application fees, including annual increases and surcharges and discounts. Online fee calculation and payment should be established as soon as practicable.	Concur	Managing Engineer, Development Services Finance Manager, and the Intake Supervisor are currently working with Development Services Information Technology staff and the Communications and Technology Management Department (CTM) to update AMANDA to correctly calculate all fees. Development Services Information Technology staff will update and enhance the workflow processes to properly calculate review deadlines and fee assessments in AMANDA, analyze fee calculation for standardization based on application, develop logic that drives automatic fee calculation in AMANDA for online applications, analyze AMANDA configuration for due date assignments and correct as needed, ensure processes are assigned review disciplines based on application type, and provide training for intake/review staff for application auditing to ensure accuracy.	Jul-15	Dec-15	None	N/A	1
Technology	Land Use Review	Greg Hand	231	AMANDA should be configured so that customers can view the reviewer comments in the system and assess whether the application has been deemed complete by discipline.	Concur	The current AMANDA portal already provides online viewing of case information, case status, and review status. Development Services Information Technology staff will ensure the new portal will have similar case access availability.	Complete	Complete	None	N/A	1

Performance Standards	Specialization Land Use Review	George Adams	232	Completeness review should be completed within 5 business days.	Concur with modifications	<p>Development Services Department (DSD) will consider a transition to a shorter completeness check review timeframe after implementation of electronic plan review which reduces the need for external review partners to physically travel to One Texas Center to review applications;</p> <p>DSD cannot support a 5 business day completeness check review for any application that requests a Chapter 245 review as the Chapter 245 review is a prerequisite to the Completeness Check process and requires 3 to 5 business days to complete.</p> <p>It should be noted that this recommendation may be in potential conflict with recommendation 219 which proposes to maintain a sufficient level of completeness check to ensure that initial reviews are comprehensive and complete.</p>	Oct-15	Oct-16	None	N/A	1
Technology	Specialization Land Use Review	Greg Hand	233	AMANDA should be configured to autofill and send a completeness determination template by email to customers that includes submittal requirements and deadlines.	Concur	The Completeness Check process is a key workflow element in Electronic Plan Review. Development Services Information Technology and Land Use staff will work to ensure that ProjectDox will be configured with a checklist to guide the applicant to ensure a submission is complete so the reviewers can validate the content and the system will notify the applicant of the results.	Aug-15	May-16	None	N/A	1
Performance Standards	Specialization Land Use Review	George Adams	234	The City should consider amending the Agreement between the City and Travis County (e.g., Interlocal Agreement, April 2002) for Subdivision Platting/Title 30 to set specific performance standards.	Concur with modifications	The City of Austin will consider amending the Interlocal Agreement and will approach Travis County.	Aug-15	Oct-16	None	N/A	1
Project Managers/ Processes	Specialization Land Use Review	George Adams	235	The Site Plan and Subdivision Review staff should update administrative checklists to require only the minimum paper copies necessary for review and action to eliminate waste.	Concur	All review groups have recently reviewed the completeness check forms and distribution sheets to ensure that they receive physical plans only for the projects they need which will significantly reduce any excess copies. With the implementation of Electronic Plan Review, the submittal of paper copies will be eliminated or significantly reduced.	Aug-15	Feb-16	None	N/A	1
Staffing	Specialization Land Use Review	George Adams	236	Add temporary or contract staff to remove the backlog for the intake function.	Do Not Concur	<p>There is a physical limit to the number of appointments and plans that can be accepted in one day based on the current staffing of the Intake group. This limitation results in a customer wait period to obtain submittal appointments to bring plans into the system.</p> <p>Based on current staffing levels, customers currently experience a one week wait for a new case submittal appointment for formal review.</p> <p>Adding temporary or contract staff is not viewed as a feasible support measure as it generally takes approximately 1 year to be fully trained on the details of the Intake Specialist position. As an alternative the Development Services Department will allow use of overtime to address concern.</p> <p>Adding the new permanent Customer Service Representative position requested in the Fiscal Year 2016 budget will increase the number of appointments available for application submittal and will reduce the customer wait time for submittal appointments.</p> <p>With the implementation of Electronic Plan Review, the submittal of paper copies will be eliminated or significantly reduced.</p>	N/A	N/A	See recommendation #199.	Operating	1

Project Managers/Processes	Specialization Land Use Review	George Adams	237	Early notice should be provided within 3 days of application receipt.	This item requires additional research.	Development Services Department management will continue to explore technology improvements related to notices. Early notice of filing of an application is already sent before staff reviews plans.	Jan-16	Aug-16	None		1
Project Managers/Processes	Specialization Land Use Review	George Adams	238	The Land Development Code should be amended to either eliminate or establish more narrow criteria for invoking Appeals for time extensions to curtail its use as a tool to hinder application processing.	Concur	Development Services Department concurs with this request and recommends amending the Land Development Code to eliminate the appeal of extension of review time. Allow 365 days for application review and approval.	Oct-15	Oct-16	None	N/A	1
Project Managers/Processes	Specialization Land Use Review	Andrew Linseisen	239	The Site Plan staff should be empowered to act as "true Project Managers," on assigned Site Plan Review cases to drive development review and processing.	This item requires additional research.	Site Plan staff coordinate the overall site plan review process which includes compiling comments from numerous reviewers outside of the Development Services Department (DSD). The recommendation does not define the meaning of a true "Project Manager" but it is presumed that this would entail some level of authority to direct staff who participate in the site plan process. This level of authority would require either direct or agreed upon supervisory authority and potentially additional staff resources to ensure an adequate number of project managers. In order for this to be successful consider creating a program for site plan and subdivision case managers. Give case managers authority to obtain timely review and resolution of conflicts from other departments and reviewers. Provide training and possible certification opportunities. This recommendation will be explored as part of interdepartmental discussions regarding whether DSD should take full responsibility for plan review and inspection for all applications.	Oct-15	Oct-16	None		1
Project Managers/Processes	Specialization Land Use Review	Andrew Linseisen	240	Review the qualifications for site plan case managers.	This item requires additional research.	Job descriptions and qualifications are defined by Corporate Human Resources Department (Corporate HR) and have City-wide implications if changes are made. The Land Use Review (LUR) Division Manager has requested that Corporate HR undertake a full job classification and compensation study for the LUR Division and this is under consideration by Corporate HR. See Recommendation 314	Oct-15	Oct-17	To be determined		1
Project Managers/Processes	Specialization Land Use Review	George Adams	241	The Site Plan and Subdivision Review staff should consider streamlining staff reports (e.g., Review Sheets) through the tables and checklists. Staff should develop and discuss new report formats with relevant commissions prior to utilization.	Concur with modifications	Land Use Review (LUR) supervisors and managers will obtain input from internal and external customers on current staff reports content and format; LUR supervisor and managers will meet and discuss with the Communications and Technology Management Department on possible automated changes that can be included in the system (this may be rolled in with the Electronic Plan Review initiative); Changes to comment formats will be discussed with affected Commission members prior to implementation; Simplification of the code will be required to fully streamline the review process and reduce the use of individualized written staff comments.	Oct-16	Mar-16	None	N/A	2
Project Managers/Processes	Specialization Land Use Review	George Adams	242	The Land Development Code should be amended to allow re-subdivision cases that are 4 lots or less that do not have variances, and meet certain criteria, to be approved administratively by Subdivision Review Staff.	This item requires additional research.	Land Use Review (LUR) managers and supervisors will continue working with the subdivision section of CodeNEXT to work towards allowing resubdivisions (under certain situations) to be approved administratively. LUR managers and supervisors will meet and gather information with the Law Department regarding the process and any specific conflicts with the Local Government Code (State Law). LUR staff will participate in the code revision as part of CodeNEXT to support this change through the code revision process. The appeal rights associated with administrative resubdivisions need to be fully vetted as part of this proposed code change.	Oct-16	Oct-17	None		2

Project Managers/ Processes	Specialization Land Use Review	George Adams	243	The City should amend the Land Development Code to allow certain Final Plats (e.g. final plats without preliminary plats, etc.), to be approved administratively by Subdivision Review staff.	Concur	Subdivision staff will continue working with CodeNEXT to allow more types of final plats (under certain situations) to be approved administratively, meet and gather information with the Law Department regarding the process and any specific conflicts with the Local Government Code (State Law) and follow the code revision through the CodeNext process until approval.	Oct-16	Oct-17	None	N/A	2
Project Managers/ Processes	Land Use Review - Site Plans	Andrew Linseisen	244	Site Plan applications should be consolidated into a single Master Application that is supplemented by detailed, up-to-date checklists for each application type.	Concur with modifications	All development applications are being consolidated and reformatted as part of the move to electronic plan review.	Apr-16	Sep-16	None	Operating	1
Project Managers/ Processes	Land Use Review - Site Plans	Andrew Linseisen	245	The Managing Engineer should consider publishing a Development Guide or Handbook that provides detailed explanations of the Site Plan, Subdivision Review and other processes, along with flowcharts to help clarify processes for users. The Guide should be available online and provide links to referenced code sections, where possible.	Concur with modifications	Development Services Department staff agrees that this would be a useful tool to provide to our applicant's; however, additional resources are required to complete this effort.	Mar-16	Dec-16	To be determined	Operating	2
Technology	Land Use Review - Site Plans	Andrew Linseisen	246	The Site Plan Section Manager should work with Communications and Technology Management Department (CTM) to configure AMANDA to collect and report on case load data by reviewer and the function as a whole on monthly and annual intervals, as well as Performance Standard data recommended by this Study.	Concur with modifications	Development Services Department Information Technology staff will continue working to create enhanced reporting utilizing Microstrategy in place of AMANDA reporting. Staff will conduct test on dashboards with Land Use Review and Plan review management.	Jan-16	Oct-16	None	N/A	1
Project Managers/ Processes	Land Use Review - Site Plans	George Adams	247	This function should re-institute an out card system for paper files.	Concur	Staff recommends re-adoption of the out card system for paper files and will move to adopt this as a standard policy for the division; We agree that this is an internal customer service need and that some files which are considered permanent should never be removed without an out card with the date and person's name shown.	Aug-15	Dec-15	None	N/A	1
Project Managers/ Processes	Land Use Review - Site Plans	George Adams	248	Training policies and procedures should be updated to reflect code and operational changes.	Concur	Weekly site plan meetings are held where current code and policies are discussed; Site Plan Review Training Manual is updated on an ongoing basis; Review and updating of training manual will continue, items deemed to be outdated or no longer pertinent will be discarded or corrected.	Complete	Complete	None	N/A	1
Technology	Land Use Review - Site Plans	Greg Hand	249	Alternative Equivalent Compliance/Development Assistance Center (DAC) data and case history layers in geographic information system (GIS) should be integrated into the AMANDA system.	Concur	A Development Services Geospatial Analyst will study how best to accomplish this as part of Electronic Plan Review.	Jan-16	Jul-16	None	N/A	2
Management/ Communication	Land Use Review - Site Plans	Andrew Linseisen	250	The Site Plan Review staff should simplify the "Commission Approved Site Plan Flow Chart" to show milestone steps and eliminate discussion boxes and include them as a visual aid in application packets to help users better understand the process.	Concur	Site plan review staff will analyze and simplify the Commission-approved Site Plan Flow Chart to show milestone steps as recommended.	Jun-15	Feb-16	None	N/A	2
Staffing	Land Use Review - Site Plans	Andrew Linseisen	251	Add one (1) planner to the site plan function.	Concur	The position is included in the FY2015-16 Proposed Budget.	Oct-15	Mar-16	The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$55,919.	Operating	1
Staffing	Land Use Review - Site Plans	George Adams	252	A staffing model should be developed for the Site Plan Review function based on labor hours to determine appropriate staffing levels for the function and staff the function accordingly.	Concur	Site plan manager and secondary supervisors will analyze the site plan staff workload based on hours per case review, caseload (number of cases) per reviewer, and type of application reviewed to formulate a more complete analysis of the site plan team staffing requirements.	Oct-15	Mar-16	To be determined	Operating	1
Staffing	Land Use Review - Site Plans	Andrew Linseisen	253	Hire contract staff to help remove the Site Plan backlog.	Concur with modifications	Due to the complexities of the Land Development Code it is not feasible to hire temporary staff to review permit applications. The Development Services Department will hire temporary administrative staff to assist the case manager with processing plans and paperwork and permit overtime as needed.	Oct-15	Mar-16	To be determined	N/A	1

Performance Standards	Land Use Review - Site Plans	George Adams	254	Managers and staff need to develop a strategy to remove the backlog. Given the complexity of the process it may not be possible to solve this by only using consultants.	Concur	Managers and staff will develop a strategy to remove the backlog. Given the complexity of the process it may not be possible to solve this by only using consultants. Land Use Review managers and staff will assess methods to improve the overall performance and to remove any backlog of cases due to late review; Managers will analyze relationships with external review partners and present suggestions for improvement to Development Services Executive management.	May-15	Jul-15	To be determined	N/A	1
Project Managers/Processes	Land Use Review - Site Plans	George Adams	255	The Supervisor should conduct internal training sessions with "Lead" Planner and staff on Site Plan Review processes, related codes and research methods to raise competency levels and processing consistency.	Concur	Land Use Review (LUR) will continue division meeting presentations, where staff from different disciplines present the key aspects of their reviews, the specific codes and criteria applicable to their reviews to enhance collaboration across LUR; DSD Land Use Review discipline weekly meetings will continue to provide discipline-specific training, and provide opportunities to bring cases and issues for training and consistency among reviewers. DSD Land Use Review supervisors and managers will continue to explore training opportunities for staff to increase efficiency and consistency.	Jun-15	Dec-15	None	N/A	1
Project Managers/Processes	Land Use Review - Subdivision Review	George Adams	256	The Subdivision Review staff should update the Subdivision Review process Flow chart to show the current steps involved in the review process.	Concur	The Subdivision supervisor and staff will analyze and update the subdivision review process flow chart to indicate current milestone steps in the review process.	Jun-15	Feb-16	None	N/A	1
None listed	Land Use Review - Subdivision Review	Andrew Linseisen	257	The Coordinator should confirm the need for a drafting table during the interim period of transitioning to electronic review.	Concur	Development Services is transitioning to electronic plan review. The drafting table would be used for a few months at most.	Complete	Complete	None		1
Technology	Land Use Review - Subdivision Review	Andrew Linseisen	258	The Coordinator should confirm the need for Adobe Reader software and budget for accordingly.	Concur with modifications	Division Manager of Land Use Review (LUR) has requested Adobe Acrobat Professional for all review and technical staff in the division to as a tool for administering and managing the flow of electronic documents from our applicant's. Development Services Information Technology staff will continue to work with the Communications and Technology Management Department to purchase and install full Adobe Acrobat Professional for all LUR staff.	Jan-16	Mar-16	To be determined	One-Time	1
Project Managers/Processes	Land Use Review - Subdivision Review	George Adams	259	The Coordinator should update the Subdivision PPM so that it can be used as a training tool and reference guide and include clear policies on telecommuting and customer service expectations including return phone and email policies.	Concur	The Coordinator should update the Subdivision Policy and Procedures Manual so that it can be used as a training tool and reference guide and include clear policies on telecommuting and customer service expectations including return phone and email policies. The Subdivision supervisor will continue to update the Subdivision policy and procedure manual on an ongoing basis to maintain and accurate record of current policies and procedures.	Jun-15	Feb-16	None	N/A	1
Staffing	Land Use Review - Subdivision Review	Andrew Linseisen	260	Increase staffing for subdivisions by one employee.	Concur	The position is included in the FY2015-16 Proposed Budget.	Oct-15	Mar-16	The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$106,736.	Operating	1
Technology	Land Use Review - Subdivision Review	Andrew Linseisen	261	Variance and waiver data bases should be integrated into the AMANDA system.	Concur	Development Services Information Technology staff will continue working with Land Use Review Division Manager and the Communications and Technology Management Department to modify AMANDA to accurately track the review and approval of all variances and waivers to code and criteria.	Jun-15	Dec-16	To be determined	One-Time	2
Technology	Tree Process: Arborist/Urban Forestry	Greg Hand	262	The City Arborist should work with Communications and Technology Management Department (CTM) to configure AMANDA to collect activity data and generate monthly and annual reports.	Concur	In order to enhance application to track and report data, Development Services Information Technology staff will update and enhance the workflow processes and data collection in AMANDA and create Microstrategy dashboards to improve management's ability to monitor activities and timelines.	Jul-15	Dec-15	None	N/A	2

Project Managers/Processes	Tree Process: Arborist/Urban Forestry	George Adams	263	The Program Manager should establish formal policies/procedures for file management.	Concur with modifications	The Program Manager will proposed standardized policy and procedures for file management, and ensure that all City of Austin records retention policies are being followed.	Oct-16	Dec-16	None	N/A	2
Project Managers/Processes	Tree Process: Arborist/Urban Forestry	George Adams	264	All recurring meetings held for the tree function should include items listed above.	Concur with modifications	The tree team has Instituted many of the recommendations and will assess remaining recommendations for inclusion.	Jun-15	Mar-16	None	N/A	1
None listed	Tree Process: Arborist/Urban Forestry	Andrew Linseisen	265	The City should consider reconfiguring the Fourth Floor reception area.	Concur with modifications	<p>Management within the Development Services Department (DSD) agree that the reception area can be improved and supports creation of a large conference room accessible from the lobby space as part of this reconfiguration; The Department will assess best practices for reception areas and consider modifications to create a more centralized waiting area for walk-in appointments with the intake staff;</p> <p>Currently walk-in tree customers are seen in the lobby and it is recommended that this function be relocated to a more appropriate space in the building.</p> <p>In general, Land Use Review (LUR) does not service walk-in appointments for most staff in the Division and works from appointment based services outside of the completeness check submittals with intake;</p> <p>The effort to improve the receptionist space should be coordinated between the multiple programs and divisions within DSD.</p>	Oct-15	Mar-16	The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$200,000.		2
Staffing	Tree Process: Arborist/Urban Forestry	George Adams	266	The Program Manager should create a staffing model for the Special Review/City Arborist/Urban Forestry Function based on labor data to determine appropriate staffing levels for the function to justify the need for additional staff.	Concur	<p>Following the consolidation of the Urban Forestry Unit within the Development Services Department (DSD) in October of 2014, staff and DSD management have completed a study of the staffing of the combined tree program. The preliminary results of this study are being reviewed by DSD management and the Human Resources Manager. As part of the study, programmatic needs were identified for business functions of the unit and staff is preparing a long-term plan address the comprehensive needs of the program.</p> <p>An Administrative Specialist position is included in the FY2015-16 Proposed Budget. The position will be the first administrative position for the function, and will assist with answering customer questions, scanning, posting, and forwarding inquiries to technical staff.</p> <p>Two (2) Environmental Review Specialist positions and two (2) Environmental Inspection Specialist positions will be requested in the FY2016-17 Budget. The positions will increase on-time reviews from 50% to 90%.</p>	Jun-15	Mar-16	The funding for the Administrative Specialist position has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$56,919. The funding for the four (4) review/inspection positions will be included in the FY2016-17 Budget. The estimated cost for this request is \$323,170.	Operating	1
Staffing	Permit Center	John Beasley	267	Establish a career ladder for the Permit Review Specialist job classification that rewards certification as a Permit Technician.	Concur	Develop a proposal to expand job classification family and establish updated minimum qualifications and potential licensure requirements. The final proposal will be submitted to Corporate Human Resources for review, input and approval.	Oct-16	Jan-17	To be determined	N/A	2
Management/Communication	Permit Center	Meredith Quick	268	The Cashier position should be reassigned to report to the Permit Center Manager.	This item requires additional research.	The Assistant Director for Plan Review and Inspections and the Chief Administrative Officer will meet to discuss the reporting relationships of the cashier and Permit Center to eliminate redundant services.	Aug-15	Oct-15	None		2
Management/Communication	Permit Center	Cande Coward	269	The Permit Program Supervisor should conduct monthly staff meetings to brief and train staff on process and procedure changes that impact their work.	Concur	Meetings have been scheduled and the first monthly meeting has been conducted.	Complete	Complete	None	N/A	1
Management/Communication	Permit Center	Cande Coward	270	The Permit Center Manager should establish a standard method of communicating high priority information and must achieve that information in a readily accessible location, and confirm that each staff member has received the communication.	Concur	An increase in the Development Services Department (DSD) training budget has been included in the FY2015-16 Proposed Budget. Part of the training budget will be used for communications enhancement training for the Permit Center.	Oct-15	Feb-16	None	N/A	1

Management/ Communication	Permit Center	Carl Wren	271	The Residential Review Division Manager needs to schedule weekly meetings with the Permit Center Supervisor to improve communications regarding issues facing the group.	Concur	Regular meetings between supervisors in Plan Review and the Permit Center will be scheduled as well as regular meetings between sections of the division.	Complete	Complete	None	N/A	1
Management/ Communication	Permit Center	John Beasley	272	The Assistant Director should work with Human Resources to provide management training for the Supervisor and Manager overseeing the Permit Center Operations to help them provide enhanced leadership for their groups.	Concur	The Human Resources Manager will work with the appropriate management team to identify, develop, and schedule leadership skill development training and learning opportunities for the Permit Center supervisors.	Oct-15	Jan-16	None	N/A	1
Performance Standards	Permit Center	Cande Coward	273	Management should review and revise the information on the Permit Center Performance Measures Table to reflect a more realistic projection of staff's future performance.	This item requires additional research.	Current performance measures will be evaluated against workload and customer expectations. Permit Center Management will explore changing performance measures to accurately reflect what is being performed.	Dec-15	May-16	None		1
Performance Standards	Permit Center	Carl Wren	274	The Director should require that projected activity levels be updated quarterly and that any staffing adjustments be based on up-to-date activity level projections.	Concur	Quarterly activity projections from Staff Review will be required as well as available data and current report formats for adequacy and develop revised reporting procedures.	Jun-15	Sep-15	None		1
Staffing	Permit Center	Carl Wren	275	The Permit Center should add a minimum of 3.0 Permit Review Specialists positions or consultants to provide sufficient capacity to handle the existing workload.	Concur	The Permit Review Specialist positions will be requested in the Fiscal Year 2016-17 budget. The Development Services Department (DSD) will work towards implementing online permit applications in Fiscal Year 2016, which will reduce the workload for the Permit Center staff. The use of technology may result in a decrease in the final number of Permit Review Specialist positions required.	Apr-16	Sep-16	The funding for this recommendation will be included in the FY2016-17 Proposed Budget. The estimated cost for this request is \$145,705.	Ongoing	1
Staffing	Permit Center	John Beasley	276	The Job Description for the Permit Review Specialist should be modified to include a requirement to possess certification as a Permit Technician from the International Code Council (ICC).	Concur	In coordination with appropriate managers and executives, available certification options and expenses will be explored. The FY2015-16 Proposed Budget includes \$30,000 for staff certifications across the Development Services Department.	Jan-16	May-16	To be determined	N/A	1
Performance Standards	Permit Center	Cande Coward	277	The Permit Center Manager and Supervisor must establish a weekly in-house training program that focuses on consistent application of approved permit processing procedures.	Concur	Procedures and a program for training staff will be developed including written procedures for processes related to issuance of permits.	Oct-15	Jan-16	None	N/A	1
Staffing	Permit Center	Cande Coward	278	The Director should avoid the use of temporary positions to staff the highly visible Permit Center Reception Desk and assign receptionist duties to fully qualified individuals.	Concur	Temporaries have been employed to assist with the large volume of activity. Permanent positions will be requested for the FY2016-17 Budget.	Apr-16	Jul-16	To be determined	N/A	1
Staffing	Permit Center	Cande Coward	279	The Permit Center Manager should develop a comprehensive training program for new employees and assign a qualified staff position to oversee the new employee training.	Concur	Procedures and a program for training staff will be developed including written procedures for processes related to issuance of permits.	Oct-15	May-16	None	N/A	1
Staffing	Permit Center	Cande Coward	280	The Permit Center Supervisor should establish an employee audit program to confirm that established performance expectations are being met. The results should be incorporated into the employee's periodic performance evaluations.	Concur	Manager will develop procedures and/or processes For auditing permits issued. This will also require the development of a process for selection of permits for auditing purposes, checking quality against procedures to be developed for staff training and use, and establishing the criteria for quality assurance testing that will include random sampling of completed permit center cases for completeness, accuracy and service delivery.	Oct-16	Jan-17	None	N/A	2
Finance	Permit Center	Meredith Quick	281	Upon implementation of the online permit and payment system for trade permits the Department should immediately begin phasing out the current escrow account process.	Concur	Escrow accounts will be closed as soon as online payment and permit processes can be managed in AMANDA. Remaining balances in the existing escrow account will be refunded back to the customer.	Oct-16	Dec-16	None	N/A	2
Management/ Communication	Permit Center	Cande Coward	282	The Permit Center Manager should evaluate the need to reassign staff from the permit by fax function once the online permit systems has been implemented.	Concur	Manager will reassess staff assignments based on technology improvements. The assessment will also require working with Development Services Information Technology and Communication and Technology Department staffs to automate current fax permit process online.	Jan-16	Mar-16	None	N/A	2

Technology	Permit Center	Greg Hand	283	The Department needs to use technology to develop a comprehensive system to identify and track the location of all plans and documents.	Concur	Development Services Information Technology staff will meet with the department's Record Analyst to determine the technology needs and support required for implementing document management functions and develop a project plan to submit to Office of City Clerk and Communication and Technology Management Department for the Electronic Document and Imaging Management (EDIMS) system.	Oct-16	Jan-17	To be determined	N/A	2
None listed	Permit Center	Melissa Martinez	284	The existing Business Solutions Center should be relocated to make room for an expanded Permit Center counter and/or waiting room as well as other Permit Center improvements.	Concur	The Managers of the Business Solution Center have agreed to allow the Permit Center to expand into the area to share the space. In this regard, small businesses coming to the Permit Center can also be assisted with small business needed. The design of the layout of an expanded permit center will take place.	Oct-15	Dec-15	The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$200,000	One-Time	1
Project Managers/ Processes	Permit Center	Cande Coward	285	The Permit Center Manager should work with Department level staff to create and maintain a comprehensive Policy and Procedures Manual for staff use.	Concur	The Manager will create a Permit Center policies and procedures manual. Formal documentation of processes currently in use will be written into the manual. This effort has already begun and is reflected in staff Success Strategy Performance Reviews.	Dec-15	Mar-16	None	N/A	1
None listed	Residential Plan Review	Melissa Martinez and Carl Wren		#286: The workspaces provided for the plan review staff must be of sufficient size to accommodate the placement of multiple sets of open plans or be configured to accommodate electronic plan reviews. #287: A group of small conference rooms should be constructed in the second floor to facilitate small group meetings with staff and customers.	Concur	Reconfigure employee workspace and construction new conference rooms Development Services will coordinate with building management to reconfigure residential review to enhance the customer service experience and employee working environment	Jan-16	Sep-16	#287: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$50,000. #287: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$250,000.	One-Time	1
Performance Standards	Residential Plan Review	Carl Wren	288	The Department should adopt the performance standards in the table above for Residential Plan Review turnaround times.	Concur with modifications	Adopting new Plan Review periods will require evaluation of the plan review turnaround in light of complexity of the review and recommend revisions to the Land Development Code (LDC) Section 25-11-63 as appropriate.	Aug-15	May-16	None		1
Performance Standards	Residential Plan Review	Carl Wren	289	The information provided in the Residential Review Performance Measures Table should be expanded to include relationships between activity levels and available staffing.	Concur	Management will develop new performance measures to track employee productivity and total workload for use in projecting possible staffing needs.	Oct-15	May-16	None		1
Project Managers/ Processes	Residential Plan Review	Carl Wren	291	A formal policy needs to be written to formally establish the Project Manager Program and any existing Memos of Understanding need to be updated and distributed to staff.	This item requires additional research.	The potential scope of new duties and explore adequacy of compensation to add project management as an assigned duty will be researched. The FY2015-16 Proposed Budget includes funding for reclassing positions within the Residential Plan Review section. If the review and rewrite of the position descriptions and salary ranges can be expanded to include this duty, the Assistant Director will strive to include it. This recommendation will be further explored with Zucker and Associates to determine whether this recommendation is limited to technical review plans examiners only. If a project management responsibility is implemented, an increase in pay for this duty may be appropriate for the increase in responsibility. There have been complications with "project manager" model in Land Use Review. The project manager (called Case Manager) coordinates meetings and fields phone calls, but does not supervise other reviewers/disciplines.	Oct-15	May-16	The funding for this recommendation is included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$101,000.		1
Technology	Residential Plan Review	Carl Wren/ Greg Hand	292	The Residential Plan Review Division should report counter wait times based on a 90% achievement standard for each major category of service provided.	Concur	Applications to track and report counter wait times for each major category of service provided will be enhanced. Development Service Information Technology staff will create Microstrategy dashboards to improve management's tracking of performance and reporting with regard to counter wait times.	Nov-15	Mar-16	None	N/A	1

Technology	Residential Plan Review	John McDonald	293	Counter staff should be more specific in identifying the purpose of a customer's visit to the Department.	This item requires additional research.	The recommendation stems from the programming used in the Customer Wait System. A drop down menu is used to select the purpose of a customer's visit. The Plan Review staff will work with the Information Technology staff to identify and implement programming changes.	Nov-15	Mar-16	None			1
Staffing	Residential Plan Review	Carl Wren	295	When sufficient data has been collected to validate workload units then the Manager should compare total workload against available staff capacity for the purpose of establishing appropriate staffing levels.	Concur	Manager will work with Development Services Information Technology staff and the Communications and Technology Management Department to determine if future AMANDA programming changes provide data appropriate for analyzing workload capacity.	Oct-16	May-17	None	N/A		2
Performance Standards	Residential Plan Review	Carl Wren	296	The Department should hire qualified contract plan review staff to help eliminate plan review backlog and to provide relief for staff to concentrate on enhancing their code knowledge so they can expand the scope of their reviews.	Concur with modifications	Development Services Department (DSD) staff uses overtime and hiring temporary plan review staff to address backlog. The use of contract plan review staff will be explored and may be implemented as well. Additionally, DSD staff will recommend revisions to Land Development Code 25-11-63 to increase turnaround for single family home additions from 2 calendar days to 5 work days. The current time allotted is impractical to meet given that calendar days are the measurement. Currently, plans submitted on a Friday will be late on Monday due to calendar days being used as the measurement. And, because of the complex nature of "McMansion" and Neighborhood Conservation Combining District (NCCD) review requirements, which apply to additions and new construction, five workdays is optimal.	Oct-15	Mar-16	The funding for this recommendation will be included in the FY2016-17 Proposed Budget. The estimated cost for this request is \$50,000.	Ongoing		1
Management/Communication	Residential Plan Review	Carl Wren	297	The Residential Technical Plan Review group should be reassigned to report through the Chief Plans Examiner.	Concur with modifications	As part of the effort to develop a plans examiner career progression, the Assistant Director will evaluate the chain of command to optimize the organizational structure.	Jan-16	May-16	None			1
Management/Communication	Residential Plan Review	Carl Wren	298	Implementing a more comprehensive residential technical plan review program should be accompanied by an expanded staff training program.	Concur	Training for Residential Review Staff on new changes to the Land Development Code (LDC) and Neighborhood Plans will be developed and scheduled. When Current Planning develops new neighborhood plans or makes changes in the LDC that impact residential development, produce and present training on the changes to impacted residential review staff.	Oct-15	May-16	None	N/A		1
Management/Communication	Residential Plan Review	Matt Lewis and Carl Wren	299	The Residential Review Planners should conduct periodic joint training sections with staff from Current Planning.	Concur with modifications	When the Planning and Zoning Department develops new neighborhood plans or makes changes in the Land Development Code that impact residential development, staff will produce and present training on the changes to impacted residential review staff.	Aug-15	Jan-16	None	N/A		1
Management/Communication	Residential Plan Review	Greg Hand	300	Employees should be surveyed to determine what additional computer training should be provided to enhance the Department's performance.	Concur with modifications	The Development Services Information Technology staff will develop and issue a survey to all department employees. Based on the results, training will be provided to staff for department specific applications and external training opportunities will be identified for general use applications. This survey will be conducted at least annually.	Oct-15	Dec-15	None	N/A		1
Management/Communication	Residential Plan Review	John McDonald	301	The supervisors for the zoning reviewers and technical building code reviewers should implement a comprehensive audit program to confirm that high quality services are being consistently being provided.	Concur	Manager will conduct periodic audits and develop formal checklists, use checklists to audit completed plan reviews by staff. Criteria will be established for quality assurance testing that will include random sampling of completed Residential Review cases for completeness, accuracy and service delivery.	Oct-16	May-17	None	N/A		2
Management/Communication	Residential Plan Review	Jerry Rusthoven and Carl Wren	302	Management in Current Planning Section of the Planning and Zoning Department and Residential Review Section of the Development Services Department need to create a communication process that ensures appropriate staff are notified of potential code changes that will affect their operation prior to implementation.	Concur	Staff will establish a recurring meeting schedule in Outlook to communicate current and planned code changes affecting residential review and permitting.	Jul-15	May-16	None	N/A		1

Technology	Residential Plan Review	Greg Hand	303	The planners providing customer consultations should record a short summary of their meeting with the customer in the AMANDA system for future staff reference. Management should audit these summaries to assure that they are being properly recorded.	Concur	Development Services Information Technology staff will meet with Division Manager to discuss using the AMANDA comments section to record notes from customer meetings.	Sep-15	Jan-16	To be determined	N/A	1
Management/ Communication	Residential Plan Review	Carl Wren and Jose Roig	304	The Building Official should direct staff to create a ride-along program that allows each plans examiner to periodically accompany an inspector in the field.	Concur	Management will create a formal "Ride-Along" program for plan review staff to accompany inspections personnel to visualize field conditions and compare them with approved plans.	Oct-15	May-16	None	N/A	1
Project Managers/ Processes	Residential Plan Review	Carl Wren and Jose Roig	305	The Residential and Commercial Plan Review Coordinators needs to work with the staff from Austin Code to develop a process to identify expired permits in the AMANDA system that have outstanding life safety issues.	Concur	Staff will work with Development Services Information Technology team and Austin Code Department to determine whether existing data in AMANDA can be used to determine life safety implications of expired permits.	Oct-16	May-17	None	N/A	2
Staffing	Residential Plan Review	Carl Wren	306	The overall scope of residential plan reviews needs to be expanded and Plans Examiners need to be certified to perform residential plan review.	Concur	New position descriptions will be developed with graduated classifications based on increasing skills and qualifications. Restart position classification study with assistance from Development Services Human Resources Division and the Corporate Human Resources Department.	Oct-16	May-17	None	N/A	2
Performance Standards	Residential Plan Review	John McDonald	307	The Building Official should direct the Residential Services Manager to implement a comprehensive audit program for the work performed by the Zoning Plan Review and Technical Plan Review staff.	Concur	This recommendation is similar to #301. Manager will develop formal checklists, use checklists to audit completed plan reviews by staff.	Sep-16	May-16	None	N/A	1
Performance Standards	Residential Plan Review	John McDonald	308	The work performed by the intake staff should be audited periodically to confirm completeness checks are comprehensive and consistent.	Concur	Periodic audits of work by the intake staff will be conducted. This step will require the development of formal procedures to audit completed intake documentation by staff.	Oct-16	May-17	None	N/A	2
Management/ Communication	Residential Plan Review	John McDonald	309	Express Plan Reviews should not be assigned to senior level Plans Examiners.	Concur	The current practice is that Express Plan Reviews are not assigned to senior level Plans Examiners, but rather, Express Plan Reviews are assigned to a Planner I.	Complete	Complete	None		2
Project Managers/ Processes	Residential Plan Review	John McDonald	310	The Residential Review Section should prepare a very simplistic flow chart as an introduction to the more detailed requirements of the permit submittal process.	Concur	A simplified flow chart with clearly stated notes on limitations will be created for customers who are not design professionals. The staff will need to determine how much information on such a chart is essential for the customer's success.	Sep-16	May-16	None	N/A	1
Technology	Residential Plan Review	John McDonald	311	Staff from the Residential Intake counter should work with Plans Examiners to confirm all required information has been entered into AMANDA and there are no outstanding expired permits for the property before they advise the applicant that their permit application is ready to be issued.	Concur	Development Services Information Technology Staff will work with the Permit Center Manager to ensure that plan review staff know what information is required for permits to be issued and ensure that staff enter required information.	Jul-15	Dec-15	None	N/A	1
Technology	Residential Plan Review	Greg Hand	312	The Department should purchase a sufficient number of appropriately rated scanning machines as necessary to avoid wasted staff time due to breakdowns and backlogs.	Do Not Concur	Scanning machines are not be needed because Development Services is imminently transitioning to electronic plan review. If needed, the department will accommodate applicants who do not have access to computerized design capabilities.	N/A	N/A	None		1
Project Managers/ Processes	Residential Plan Review	John McDonald and Jerry Rusthoven	313	The Director should instruct management staff to prepare a comprehensive Zoning Interpretations Manual which should be available to both staff and the public.	Concur	Management will develop a Zoning Manual for use by Planning and Zoning and Development Services personnel and the public.	Jan-16	May-16	None	N/A	1
Management/ Communication	Site and Subdivision Inspection	Ruben Cantu	314	Site & Subdivision Inspections and LU Division Managers should meet on a regular schedule, at least bi-weekly, to share information and review projects in progress, pending approved projects, and feedback from both design and inspection.	Concur	The Site and Subdivision Inspections Division Manager will coordinate with Land Use Review Manager to set up weekly meetings via Outlook.	Aug-15	Sep-15	None	N/A	1
Performance Standards	Site and Subdivision Inspection	Ruben Cantu	315	Site & Subdivision Inspections and LU Division Managers should develop a special notice system utilizing AMANDA and listing pending projects and their scope that are scheduled for approval and permits within the next 30-45 days.	Concur	Develop Notice of Upcoming Land Use Projects. The manager will set up a system in AMANDA whereby the Division Manager or other appointed personnel will review periodically to manage workload.	Oct-15	May-16	None	N/A	1

Staffing	Site and Subdivision Inspection	John Beasley	316	Add an additional Professional Engineer (Engineer C) position to replace the previously vacated position as shown on the proposed organization chart , Figure 39 seen later in this chapter.	Concur with modifications	Reclassify position in Site/Sub Inspections . The Human Resources Manager will meet with executive team to discuss feasibility. Position could be reclassified depending on need.	Feb-16	Apr-16	To be determined	N/A	1
Management/Communication	Site and Subdivision Inspection	John Beasley	317	The supervisors for ROW (Right-of-Way) Excavation, and for previously designated tap inspections which we will, for purposes of this report, call the excavation inspection group, should report to the Professional Engineer (Engineer C) recommended above and shown on the recommended revised organization chart, Figure 39.	Concur with modifications	The Human Resources Manager will meet with executive team to discuss feasibility of realigning the Right of Way excavation inspectors to proposed Engineer C position .	Feb-16	Apr-16	To be determined	N/A	1
Staffing	Site and Subdivision Inspection	Ruben Cantu	318	The Division Manager should review the workload and time allocation for the Excavation and ROW inspection group to determine if there is sufficient staff to complete all inspections in a timely and complete manner taking the Google program into account.	Concur	Create a process for factoring reasonable workload evaluation. The Division Manager will work with Development Services Information Technology staff and Human Resources to develop an objective workload analysis methodology. This process is at its early stage and will be fine tuned as recommended.	Oct-15	May-16	None	N/A	1
Management/Communication	Site and Subdivision Inspection	Ruben Cantu	319	The environmental inspection group (EV) management and supervision should be more closely integrated with the overall management of the Site & Subdivision Inspections division.	Concur	Evaluate Current Site and Subdivision organization and structure. The Division Manager will schedule and conduct regular staff meetings and ensure participation by both Right of Way and Environmental managers and supervisors.	Aug-15	May-16	None	N/A	1
Staffing	Site and Subdivision Inspection	John Beasley	320	Add an "Administrative Supervisor" position to report to and assist the Division Manager.	Concur	Add Administrative Senior position to Site and Subdivision Inspections The position will be requested as part of the Fiscal Year 2017 budget process.	Jan-16	Apr-16	The funding for this recommendation will be included in the FY2016-17 Proposed Budget. The estimated cost for this request is \$48,568.	Ongoing	1
Management/Communication	Site and Subdivision Inspection	John Beasley	321	EV Admin specialist report to the Administrative Supervisor position recommended above.	Concur	The Human Resources Manager will meet with the Site and Subdivision Manager to discuss realignment of the Administrative Supervisor position contingent upon funding .	Feb-16	Apr-16	None	N/A	1
Management/Communication	Site and Subdivision Inspection	Ruben Cantu	322	The division manager should delegate increased levels of technical decision making authority to the key supervisors in Site & Subdivision Inspections while increasing his focus on the management of the entire division.	Concur	The Division Manager will increase the delegation of duties to existing supervisors in Site and Subdivision Inspections.	Sep-15	May-16	None	N/A	1
Management/Communication	Site and Subdivision Inspection	Ruben Cantu	323	The direct report management team for the Site & Subdivision Inspections Division, reporting to the Division Manager, should include the following: EV Program Manager; Administrative Supervisor; 2-Professional Engineers; and the Intake and Acceptance group supervisor (Inspector "C") for a total direct report management team of 5 staff as shown on the recommended revised organization chart Figure 39.	Concur	This process will begin and will be followed as soon as the other positions recommended in this report are approved and budgeted. Excellent recommendation and Division Manager will establish the policies that will define this reporting chart with assistance of the Human Resources Manager and Development Services Information Technology Manager when positions identified as needed in this report are approved.	Jan-17	May-16	None	N/A	1
Project Managers/Processes	Site and Subdivision Inspection	Ruben Cantu	324	The Site & Subdivision Inspections manager should confirm that all incoming work requests and all calls for inspection for both EV and all infrastructure including R/W excavation are focused thru the Intake and Acceptance work group.	Concur	The Division Manager and Development Services Information Technology Manager will set up a process for AMANDA generated inspections to be assigned through the Site and Subdivision Inspection Intake and Acceptance Group.	Jan-16	May-16	None	N/A	1
Management/Communication	Site and Subdivision Inspection	Ruben Cantu	325	The incoming work group should be shown at a "staff level" position as shown on the recommended revised organization chart, Figure 39.	Concur	The current Intake and Acceptance Group already reports to the Division Manager. After the duties are expanded, this group will continue to report to the Division Manager.	Complete	Complete	None	N/A	1
None listed	Site and Subdivision Inspection	Ruben Cantu	326	Site & Subdivision Inspections Division management team should evaluate whether or not it is beneficial to continue its operations from three separate offices compared to single office reporting location for the entire staff.	This item requires additional research.	Due to recent improvements in technology and the prices for technology services, there may be other options to maintaining multiple office locations. Development Services Department will research the various options that may be available to reduce the number of offices and the costs to maintain them.	Jul-15	May-16	To be determined		2
None listed	Site and Subdivision Inspection	Ruben Cantu	327	Concurrently with the recommended processes to relocate Planning and Development Review Department (PDRD) to a more user friendly office location include consideration for bring the Site & Subdivision Inspections Division into the same location.	Concur with modifications	Consolidation of Site and Subdivision Inspection (SSI) Offices is not currently planned. Due to recent improvements in technology and the prices for technology services, there may be other options to maintaining multiple office locations. Development Services Department will research the various options that may be available to reduce the number of offices and the costs to maintain them.	Oct-16	May-17	None	N/A	2

Management/ Communication	Site and Subdivision Inspection	Ruben Cantu	328	Site & Subdivision Inspections staff meetings should include items outlined above.	Concur	An agenda will be prepared for every meeting and minutes will be recorded. A system will be established for assigning training duties.	Jul-15	May-16	None	N/A	1
Management/ Communication	Site and Subdivision Inspection	Ruben Cantu	329	The Site & Subdivision Inspections division should conduct a division wide or "all staff" meetings on a quarterly schedule to provide important city information, feedback, and training.	Concur	The process of scheduling quarterly division wide staff meetings will be restarted. Reserve adequate meeting space (One Texas Center, Room 325).	Sep-15	Oct-15	None	N/A	2
Management/ Communication	Site and Subdivision Inspection	Ruben Cantu	330	Reference to "Tap" designation from the Planning and Development Review Department (PDRD) organization should be deleted to properly reflect their actual assignments.	Concur	The term "Tap" has been dropped from this group.	Complete	Complete	None	N/A	1
Project Managers/ Processes	Site and Subdivision Inspection	Ruben Cantu	331	Site & Subdivision Inspections supervisors should conduct "tailgate safety meetings" on site and upon the initiation or commencement of each new project and on a regular schedule thereafter.	Concur	Safety will be discussed during Pre-Construction Meetings. Continue Department Wide and Division Wide Safety Meetings through Safety Office. Preconstruction meetings address the safety of all and this will continue in this course.	Complete	Complete	None	N/A	1
None listed	Site and Subdivision Inspection	Ruben Cantu	332	The Human Resources staff should develop a set of policies, with advice from the operating divisions, for city inspection vehicles including watercraft that accounts for specific inspection transportation needs, parking and storage, maintenance, repair and replacement schedules, service life and safety, and other fleet management considerations.	This item requires additional research.	Division Manager will evaluate current City of Austin (COA) Fleet policies and procedures to determine whether there is a need to supplement them with departmental policies and procedures. Current COA Fleet policies and procedures may adequately address the needs of the Development Services Department.	Oct-16	May-17	None		2
Staffing	Site and Subdivision Inspection	Ruben Cantu	333	Site & Subdivision Inspections Division immediately develop a scope of services and listing for technical specialties necessary to develop an "On Call" consultant contract field inspection staff and work with the Contract Management Department (CMD) to solicit, vet and retain an "On Call" contract or consultant inspection staff.	Concur	Staff will review processes and develop a plan for obtaining on-call contractor assistance for a proposal to the Public Works Department.	Jan-16	May-16	The funding for this recommendation will be included in the FY2016-17 Proposed Budget. The estimated cost for this request is \$312,150.	Ongoing	1
Staffing	Site and Subdivision Inspection	Ruben Cantu	334	Staff additions for any and all new field inspection staff including construction and environmental work be implemented through the above described "On Call" system prior to retaining any new permanent full time field inspection staff.	Concur	Staff will review processes and develop a plan for obtaining on-call contractor assistance for a proposal to the Public Works Department.	Jan-16	May-16	See Recommendation Number 333	N/A	1
Staffing	Site and Subdivision Inspection	Ruben Cantu	335	Site & Subdivision Inspections Division management should conclude the development of workload and project data including cost, complexity, in order to forecast project volume relative to staffing levels prior to August 1, 2015.	Concur	Manager will begin developing an algorithm in which many factors weigh into creating a staffing and workload prediction model.	Mar-15	Aug-15	None	N/A	2
Staffing	Site and Subdivision Inspection	Ruben Cantu	336	Site & Subdivision Inspections Manager should utilize data pertaining to projects being processed in the Land Use Review Division as a significant factor to help forecast upcoming Site & Subdivision Inspections project workload.	Concur	Using AMANDA Land Use Review (LUR) activity, the Division Manager will work with Development Services Information Technology (IT) and LUR personnel to develop an IT "dashboard" tool using AMANDA data for tracking projects going through LUR review processes to estimate future workload.	Oct-15	May-16	None	N/A	1
Project Managers/ Processes	Site and Subdivision Inspection	Ruben Cantu	337	Modify the city policy/procedure to include consideration for Planning and Development Review Department (PDRD) to assume responsibility to assign qualified materials testing laboratories for development work inspected by Site & Subdivision Inspections.	Concur	Division Manager will meet with the Public Works Department to determine appropriate steps and staffing for establishing and managing contracts for laboratory services. Additional full-time equivalents may be needed.	Oct-15	May-16	None	N/A	1
Performance Standards	Site and Subdivision Inspection	Ruben Cantu	338	Assignment of a qualified materials testing laboratory should be completed and laboratory staff prepared to respond to a preconstruction conference within 2 working days of a contractor's request for service.	Concur	The Division Manager will meet with the Public Works Department to determine appropriate steps and staffing for establishing and managing contracts for laboratory services. Develop the scope of services needed to include timely delivery of services needed. Additional full-time equivalents may be needed.	Oct-15	May-16	None	N/A	1
Performance Standards	Site and Subdivision Inspection	Ruben Cantu	339	Materials testing laboratories should provide same day testing for calls made prior to 10 am and next day testing for calls after 10 am.	Concur	The Division Manager will meet with the Public Works Department to determine appropriate steps and staffing for establishing and managing contracts for laboratory services. Develop the scope of services needed to include timely delivery of services needed. Additional full-time equivalents may be needed.	Oct-15	May-16	To be determined	N/A	1

Technology	Site and Subdivision Inspection	Sylvia Arzola	340	Update the Site & Subdivision Inspections webpage to include a mission statement and correctly detailed descriptions of Site & Subdivision Inspections inspection procedures and policies.	Concur with modifications	Staff will develop the mission statement, flowcharts and other relevant information for Site and Subdivision Inspection, and provide to the Public Information staff so the information can be posted to the Development Services website.	Jul-15	Oct-15	None	N/A	1
Management/Communication	Site and Subdivision Inspection	Ruben Cantu	341	Planning and Development Review Department (PDRD) Director to authorize Site & Subdivision Inspections to exercise appropriate engineering judgment during construction of public improvements in the field to allow modifications and changes to correct errors on the plans and/or field conditions encountered on the project.	Concur	Manager will work with the Director of Development Services, Austin Energy, Austin Water Utility, and the Public Works Department to allow the professional staff to make appropriate modifications in the field. Currently this discretion is not allowed. Overall this step will allow for greater discretionary authority for Development Services Site and Subdivision Inspection Field Personnel.	Oct-15	May-16	None	N/A	1
Technology	Site and Subdivision Inspection	Greg Hand		#342: Site & Subdivision Inspections shall properly record and document any plan changes or deviations, through AMANDA, authorized in the field by the Division Manager and advise the Land Use Review division of the same. #353: Site & Subdivision Inspections Division should proceed with implementation of a complete automated and integrated mobile paperless systems as a high priority objective and at the earliest possible date including the use of tablet computers and compatible mobile smart phones with individual numbers and texting capability, for each inspector properly linked to the city's plans and development information database that is user friendly for field personnel. Set a goal to complete this conversion to paperless systems as early as resources allow. Terminate the use of hand written project diaries at the same time.	Concur	Development Services Information Technology staff will create a project to perform the analysis and design a solution for Site and Subdivision Inspection in the AMANDA application. Staff will include the AMANDA mobile module as part of the workflow for field inspectors and if approved by Division Management, provide city-issued cell phones that are linked to the mobile equipment rather than a monthly stipend. Staff will configure ProjectDox to include access to electronic plans through the mobile solution.	Jan-16	May-16	To be determined	One-Time	1
Project Managers/Processes	Site and Subdivision Inspection	Ruben Cantu	343	The manager and the direct report management team should complete a comprehensive PPM with up-to-date flowcharts and procedures for the Site & Subdivision Inspections Division.	Concur	The Division Manager will work with staff and supervisors to update the existing Site and Subdivision Inspection policies and procedures manual.	Oct-16	May-17	None	N/A	2
Performance Standards	Site and Subdivision Inspection	Ruben Cantu	344	The Site & Subdivision Inspections Division formally adopt the policy that calls for inspection services for a new project acknowledge the request within 24 hrs. and advise all participants of a pending pre-construction meeting within 48 hrs. of the initial request.	This item requires additional research.	Development Services Department (DSD) will research methods and tools for monitoring and communicating the scheduling of pre-construction meetings to contractors and property owners. If cost effective tools and methods can be found that could improve the level of communication and customer service and that do not result in violations of the policies of other departments (e.g. Public Works) or conflicts with City standards and specifications, DSD will develop either the appropriate purchasing requests or budget requests to facilitate the acquisition of these tools (e.g. software, equipment, training).	Oct-15	May-16	To be determined	Unknown at this time.	1
Project Managers/Processes	Site and Subdivision Inspection	Andrew Linseisen	345	When a project is approved by the Land Use Review division and a permit is pending, the issuing division (Land Use Review or Permits) should automatically forward an advance notice with detailed project information to Site & Subdivision Inspections Intake Group.	Concur	The Land Use Review Manager will work with the Site and Subdivision Inspection Division Manager to discuss process to do this advance notification - a process for notifying Site and Subdivision Inspection of projects nearing approval .	Sep-15	May-16	None	N/A	1
Performance Standards	Site and Subdivision Inspection	Ruben Cantu	346	Site & Subdivision Inspections should incorporate an automated reporting system compatible with previously recommended internet based systems to monitor response performance to calls for inspection.	Concur	The Division Manager will work with Information Technology to develop a monitoring process and instruct staff inspectors to use. Will develop scope of required folders in AMANDA.	Oct-16	May-17	To be determined	Unknown at this time.	2
Project Managers/Processes	Site and Subdivision Inspection	Ruben Cantu	347	The calls for inspection system should include an internet based request process in addition to the existing IVR system and set a goal that all calls for inspection evolve to the internet based request system(s) by the end of Fiscal Year 2015.	Concur	An Integrated Voice Response (IVR) system is currently in use for the utility and excavation inspectors and is used extremely well through AMANDA. The Division Manager will work with Information Technology staff to develop the IVR for the bigger project.	Oct-16	May-17	None	N/A	2

Performance Standards	Site and Subdivision Inspection	Ruben Cantu	348	Site & Subdivision Inspections should adopt a formal policy to set a date/time for pre-construction conferences within 5 working days of the contractor's request for inspection services.	Concur	The Public Works Department policy includes a 7-day window for contractors to request pre-construction meetings.	Jul-15	Jul-15	None		1
Management/Communication	Site and Subdivision Inspection	Ruben Cantu	349	Implement a new and separate dedicated phone line and number for the IVR calls for R/W and permit inspection services.	Concur	An Interactive Voice Response (IVR) system is currently in use for the utility and excavation inspectors and is used extremely well through AMANDA. Division Manager to work with Information Technology staff to develop the IVR for the bigger projects.	Oct-16	May-17	None	N/A	2
Management/Communication	Site and Subdivision Inspection	Ruben Cantu	350	Site and Subdivision (Site & Subdivision Inspections) and Land Use Review (LUR) Divisions should meet and participate in a Partnering Process to assure that there is full trust and confidence that the two divisions are functioning as an effective team within Planning and Development Review Department (PDRD). This should take place as a precursor to subsequent Partnering and meetings with the other city departments.	Concur	Regularly scheduled meetings will be set up. The Division Manager of Inspections will set up meetings with Land Use Review manager to begin dialogue to identify the areas to be covered in these meetings.	Oct-15	May-16	None	N/A	1
Partnering Departments	Site and Subdivision Inspection	Ruben Cantu	351	Initiate a "Partnering" process utilizing a professional facilitator, with each of the other city departments impacted by new development starting with the Transportation and Public Works Departments and subsequently including the Watershed Protection and Water Departments. At the conclusion of this Partnering process execute memoranda of understanding (MOU) to assure clear authority and responsibility of Planning and Development Review Department (PDRD) to act on behalf of those city departments when approving plans and inspecting construction of the city's infrastructure.	Concur	The Division Manager and the Assistant Director will begin talks with other departments that will establish the memorandum of understanding to resolve the rules by which the partnering process will exist and function.	Oct-15	May-16	None	N/A	1
Project Managers/Processes	Site and Subdivision Inspection	Ruben Cantu	352	Require all developers and their contractors to have up to date certified approved full size plan sets available on the job site for inspectors use in the field.	Concur	This step requires discussing content of specifications with Public Works Department (PWD) , Austin Energy (AE), and Austin Water Utility (AWU). The Division Manager will contact PWD, AE, and AWU to determine the possibility of revising City of Austin standard specifications to require full size certified plan sets on job sites.	Oct-15	May-16	None	N/A	1
Staffing	Site and Subdivision Inspection	Ruben Cantu	354	Staff and group work assignments system include consideration of the scoring system and project values to supplement the judgment of manager and administrative staff when allocating work to Site & Subdivision Inspections groups and continue the accumulation of the data shown on Tables 70, 71, and 72 above within the AMANDA systems to enable automated monthly reporting of inspections staffing and workload factors and Incorporate similar automated workload data systems within the AMANDA systems for the entire Site & Subdivision Inspections division including both Infrastructure and Environmental groups.	Concur	Discussions with Development Services Information Technology (IT) staff will need to take place in order to develop an AMANDA application. The Division Manager will work with Development Services IT to develop an algorithm utilizing AMANDA data to assist Division Manager in the work assignment process.	Oct-15	May-16	None	N/A	1
Finance	Support Svcs/Budget/Fiscal Surety	Melissa Martinez	355	All budget and accounting functions should report to the Chief Administrative Officer.	Concur	On April 6, 2015 the functions were realigned under the Chief Administrative Officer in the Development Services Department.	Complete	Complete	None	N/A	1
None listed	Support Svcs/Budget/Fiscal Surety	Greg Hand	356	Equip the conference rooms with smart boards.	Concur	The funding for this recommendation is included in the FY2015-16 Proposed Budget. The smart boards will be installed in all conference rooms.	Feb-16	Jul-16	The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$60,000.	One-Time	1
None listed	Support Svcs/Budget/Fiscal Surety	Rodney Gonzales and Greg Guernsey	358	Planning and Development Review Department (PDRD) should take the lead so that neither City staff nor City vehicles are parked in the surface lot outside the building.	This item requires additional research.	This recommendation will require discussion and collaboration among all tenants and building management that currently occupy One Texas Center. Alternative parking for city vehicles may have a fiscal impact.	Oct-15	Apr-16	To be determined		1

Performance Standards	Support Svcs/Budget/Fiscal Surety	John Beasley	359	Modify performance measures for Support Services as outlined above.	This item requires additional research.	Staff will collaborate with the Corporate Human Resources Department to explore possibilities for more detailed reporting by business unit. If the corporate performance measures (carbon footprint, employee turnover, injury rate and sick leave hours) can be modified with additional description, they will be modified.	Mar-16	May-16	None			1
Finance	Support Svcs/Budget/Fiscal Surety	Meredith Quick	360	The Planning and Development Review Department (PDRD) annual revenue should indicate specifics related to Capital Area Metropolitan Planning Organization (CAMPO) revenue.	Concur	The Capital Area Metropolitan Planning Organization (CAMPO) revenue has been specified in a letter from the Planning and Zoning Director to the CAMPO Executive Director.	Complete	Complete	None	N/A		1
Management/Communication	Support Svcs/Budget/Fiscal Surety	Meredith Quick	361	The Accounting Manager should conduct a review of the cashier function and develop an approach to provide needed backup to the cashier function.	Concur with modifications	An Accounting Technician position is included in the FY2015-16 Proposed Budget. The position will be the second cashier position allowing for backup in the cashiering function.	Jan-16	Mar-16	The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for an Accounting Technician position is \$45,568.	Operating		1
Finance	Support Svcs/Budget/Fiscal Surety	Meredith Quick	362	The Accounting Manager should monitor the impact of the new credit card system.	Concur	A Microstrategy report has been created to monitor the credit card payment activity.	Complete	Complete	None	N/A		1
Finance	Support Svcs/Budget/Fiscal Surety	Meredith Quick	363	The Accounting/Fiscal Surety section along with relevant construction functions should undertake a review of the Surety system.	Concur	The fiscal surety system is in the process of being converted into an automated process using AMANDA from an Access database. This process requires verification of existing records, processes and dollar value. An annual review of processes will be conducted.	Jun-15	Jun-16	None	N/A		1
Management/Communication	Entire Department	Melissa Martinez	364	The Accounting Manager should report to the Financial Manager.	Concur with modifications	On April 6, 2015 the budget and accounting functions were realigned under the Chief Administrative Officer in the Development Services Department. The Accounting Manager position was transferred to the Planning and Zoning Department (PAZ) and reports directly to the PAZ Director. All other Accounting staff positions report to the Financial Manager for the Development Services Department (DSD). The Financial Manager now reports to the Chief Administrative Officer	Complete	Complete	None	N/A		1
Finance	Support Svcs/Budget/Fiscal Surety	Meredith Quick	365	The Tree Mitigation fees should be clearly identified in the Planning and Development Review Department (PDRD) budget.	Concur	The department will explore the feasibility of adding footnotes or other identifying language in the budget to designate the tree mitigation reimbursements.	Feb-16	May-16	None	N/A		1
Staffing	Support Svcs/Budget/Fiscal Surety	John Beasley		#366: Planning and Development Review Department (PDRD) should work with Corporate Human Resources (Corporate HR) for the development and adoption of a definitive career advancement plans for all PDRD staff. #378: Managers and supervisors in PDRD should develop transition plans for both turnover and retirements. #379: The City HR Department should develop a program where new hires or appointments can be on board for a number of months prior to a position turnover.	Concur with modifications	The career ladder should be inclusive across functions and divisions. An internal protocol will be developed to determine which positions are suitable while considering fiscal impact and department need while ensuring consistency in practice. According to the Human Resources Department, City departments can new hires when replacing employees who plan to retire. This will allow for cross-training.	Oct-16	Dec-16	To be determined	N/A		2
Staffing	Support Svcs/Budget/Fiscal Surety	John Beasley		#367: Planning and Development Review Department (PDRD) should undertake a detailed review of the various Professional Registrations and Memberships to arrive at an appropriate number for the 2015-16 budget. #368: This year's budget should add an additional \$30,000 for certifications. #377: PDRD Human Resources function should review how certification requirements are handled during probation periods.	Concur with modifications	The Human Resources Manager will review professional registrations and membership and how certification requirements are handled during the probation periods. The funding for this recommendation is included in the FY2015-16 Proposed Budget.	Oct-15	Dec-15	#368: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$30,000.	Operating		1

Staffing	Support Svcs/Budget/Fiscal Surety	John Beasley		#369: Planning and Development Review Department (PDRD) should prepare and circulate to staff a clear policy on Conflict of Interest and outside employment. #370: PDRD managers should address any possible conflict of interest issues on a timely basis.	Concur with modifications	There is a current citywide conflict of interest policy that exists, and it covers outside employment. The Human Resources Manager will confer with the City Auditor's Integrity Unit to expand on city guidelines to address department specific situations, and educate Development Services and Planning and Zoning managers and supervisors. Conflict of interest training is included in the City's annual ethics training module. The training includes information that conflict of interest issues should be addressed immediately.	Jan-16	Mar-16	None	N/A	1
Staffing	Support Svcs/Budget/Fiscal Surety	John Beasley	371	PRDR should develop a new employee orientation program.	Concur	The Human Resources Manager will manage the development and launch of the new Employee Orientation (NEO) Program. Current employees will be invited to participate.	Oct-15	Apr-16	None	N/A	2
Management/Communication	Support Svcs/Budget/Fiscal Surety	John Beasley		#372: Human Resources staff should improve communication of the hiring and promotion processes. #373: Planning and Development Review Department (PDRD) Human Resources staff should conduct a training session for supervisors and managers on the hiring process.	Concur	The Human Resources (HR) Manager will inform and education supervisors and managers regarding the availability of Corporate Human Resources information regarding hiring and firing. The HR Manager will develop a training session for supervisors and managers regarding the hiring process.	Oct-15	Oct-15	None	N/A	1
Staffing	Support Svcs/Budget/Fiscal Surety	John Beasley	374	Planning and Development Review Department (PDRD) should review and update all job descriptions.	This item requires additional research.	The Human Resources (HR) Manager will engage with executive management to fully explore a department-wide review and update of job descriptions. The HR Manager and executive team will consult with Corporate Human Resources Compensation to propose a structured review for content and relevance of all job classifications currently used in both departments.	Oct-16	Apr-17	To be determined	N/A	2
Staffing	Support Svcs/Budget/Fiscal Surety	John Beasley	375	Update the pay and classification study for Planning and Development Review Department (PDRD).	This item requires additional research.	The Human Resources (HR) Manager will engage with executive management to fully explore a department-wide pay update and classification study. The HR Manager and executive team will consult with Corporate Human Resources Compensation to propose a structured review of both departments.	Oct-16	Apr-17	To be determined	N/A	2
Performance Standards	Support Svcs/Budget/Fiscal Surety	John Beasley	376	Supervisors should work with staff and Human Resources to develop performance standards for each position in the Department.	Concur	Supervisors and managers will establish performance expectations per job requirements using the Success Strategy Performance Review process.	Jun-15	Sep-16	None	N/A	2
Staffing	Support Svcs/Budget/Fiscal Surety	John Beasley		#380: Add an initial \$175,000 to budget items related to training. #381: As part of the budget plans for 2015-16 Planning and Development Review Department (PDRD) should conduct a detailed review of training related budgets Division by Division or Section by Section.	Concur with modifications	A total of \$250,000 is included in the FY2015-16 Proposed Budget for training. This amount plus existing staff dedicated toward training will allow for the development of a robust training program.	Oct-15	Dec-15	#380: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$250,000.	Operating	1
Management/Communication	Support Svcs/Budget/Fiscal Surety	John Beasley	382	Planning and Development Review Department (PDRD) should increase its use of the supervisors and managers academy.	Concur	Development Services Human Resources staff will modify onboarding process to include enrollment in appropriate city sponsored academy programs.	Oct-15	Oct-15	None	N/A	1
Management/Communication	Support Svcs/Budget/Fiscal Surety	John Beasley	383	Conduct a 360 degree evaluation for all Planning and Development Review Department (PDRD) managers and supervisors.	Concur	The City's Human Resources Department has an existing 360-degree tool. The Human Resources (HR) Manager will consult with the City's Human Resources Department to ensure desired content is addressed by existing 360 tool. The HR Manager will consult with other resources to possibly supplement in-house 360-degree tool.	Oct-15	Dec-15	None	N/A	1
Management/Communication	Entire Department	Sylvia Arzola	384	Hire a consultant to create a logo and branding for Planning and Development Review Department (PDRD).	Concur	The funding for this recommendation is included in the FY2015-16 Proposed Budget.	Jan-16	May-16	The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$50,000.	One-Time	1
Staffing	Entire Department	Sylvia Arzola	385	The Public Information Specialist and the Administrative Assistant should review and update as appropriate the 2011 Standard Operating Procedure for the receptionist function. As part of this review any issue related to back-up should be addressed.	Concur	The standard operating procedure for this function will be updated to more accurately reflect job duties and responsibilities. The policy will identify the back-up rotation schedule and coverage when the receptionist is out of office, additional job responsibilities such as mail sorting and distribution and notation that this critical job function now supports two departments.	Aug-15	Oct-15	None	N/A	1

None listed	Support Svcs/Budget/Fiscal Surety	Sylvia Arzola	386	A button should be added to the receptionist desk to open the door to the 5th floor offices.	Concur	On May 18, 2015, a button was installed at the receptionist desk.	Complete	Complete	None	N/A	1
Staffing	Support Svcs/Budget/Fiscal Surety	Sylvia Arzola	389	Hire one public information specialist who will maintain the website on a full time basis and design educational materials. They will report to the Public Information and Marketing Manager.	Concur	The website position will be included in the FY 2015-16 Proposed Budget.	Jan-16	Mar-16	The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$124,501.	Operating	1
Project Managers/Processes	Support Svcs/Budget/Fiscal Surety	Karen Grotefend	390	Proceed to change checklists and forms without going through the Rules process.	Concur with modifications	Forms or checklists go through the Rules Process. However, applications are only generated by the Development Services Department (DSD) and Planning and Zoning Department (PAZ). Application form revisions currently go through the rules posting process to ensure there is no increase of cost to stakeholders. Since DSD and PAZ are the only departments that generate applications, a meeting will be held with the respective directors to determine if this practice should continue. The outcome of these meetings will be communicated to all key contacts in each land development department.	Oct-15	Nov-15	None	N/A	1
Project Managers/Processes	Support Svcs/Budget/Fiscal Surety	Karen Grotefend	391	A formal SOP should be developed for the Rules process. This SOP should require all departments to comply with adopted rules.	Concur	Staff will develop a draft SOP to reflect current practices. The draft Standard Operating Procedure (SOP) will be distributed for review and comment by all the key contacts and directors within the land development departments (Austin Energy, Watershed, Health, Fire, Austin Water Utility, Transportation, Public Works, Law, Parks, Development Services Department and Planning and Zoning). Once SOP is finalized and adopted rules postings will be rejected if the updated SOP is not followed.	Nov-15	Feb-16	None	N/A	2
Project Managers/Processes	Support Svcs/Budget/Fiscal Surety	Karen Grotefend	392	The Rules posting should be supplemented by an automatic emailing of notices to all Stakeholders and participants.	Concur with modifications	Steps will include: Automatic emailing of notices to stakeholders and participants. Contact key departments and ensure their rules are sent to their stakeholders after the Notice of Proposed and Notice of Adoption. Add a stakeholder link to the website. Add dates in Standard Operating Procedure (SOP) when notices go out to stakeholders.	Jul-15	Aug-15	None	N/A	1
Performance Standards	Support Svcs/Budget/Fiscal Surety	Karen Grotefend	393	The timelines for the Rules process should be reduced.	Concur with modifications	Steps will include: Amend city code Chapter 1.2 to change timelines and remove outdated information. Increase the rule posting process to 6 times a year vs. quarterly. Decrease time in the SOP once the code has been amended.	Sep-15	Feb-16	None	N/A	1
Project Managers/Processes	Support Svcs/Budget/Fiscal Surety	Karen Grotefend	394	The Stakeholders should be clarified in the proposed new SOP.	Concur with modifications	Stakeholders review and comment on the rules prior to their submission. The Standard Operating Procedure will reflect stakeholders being notified after Notice of Proposed rule and after Notice of Adoption.	Feb-16	May-16	None	N/A	1
Technology	Technology	Greg Hand	395	Planning and Development Review Department (PDRD) and Community Technology Management Department (CTM) should establish a three-day standard for activating new AMANDA users, deleting old users, and adjusting user privileges.	Concur	Development Services Information Technology staff will work with Communication and Technology Management to establish a new account setup procedure and prioritization.	Aug-15	Dec-15	None	N/A	2
Technology	Technology	Greg Hand	396	Establish and enforce Planning and Development Review Department (PDRD) user standards for completeness of AMANDA data entry at input locations.	Concur	Development Services Information Technology staff will meet with each Division Manager to identify the critical information required for each business area, setup reporting for the managers and supervisors to audit staff performance on data quality, and setup periodic automatic reporting of missing data.	Jul-15	Mar-16	None	N/A	1

				<p>#397: Improve the "smart" data entry capability to the AMANDA data input process.</p> <p>#420: Provide greater awareness regarding the availability and use of the geographic information system (GIS), 3D visualization, and graphics software tools to Planning and Development Review Department (PDRD) staff members as a part of the group's responsibility in promoting GIS usage, supporting GIS systems, maintaining the General Plan, and updating neighborhood or special sector-plans.</p> <p>#421: Investigate and implement measures to automate maintenance of existing land use data through linkage to AMANDA events such as Certificate of Occupancy issuance or Site Plan Change approvals.</p> <p>#422: Continue current collaboration activities with Communications and Technology Management Department (CTM) to update to Development Web Map software such as ArcGIS Online and GeoCortex, that will allow online GIS mapping to be compatible with all desktop browsers, tablets, and other mobile devices.</p> <p>#423: In implementing AMANDA 6.1, support CTM in providing direct, two-way linkage between AMANDA and the updated GeoCortex GIS viewer</p>	Concur	<p>A Business Systems Analyst position is included in the FY2015-16 Proposed Budget. Two (2) Geographic Information Systems (GIS) will be requested in the FY2016-17 Budget request. New staff will assist in implementing new tools and technologies that improve visualization of projects, automating manual updates to land use layers by scripting data extractions from source systems, converting older viewers to ArcGIS Online or Geocortex depending on needed functionality, and improving integration with AMANDA using Geocortex to automate geographic information exchange.</p>	Jul-15	Dec-16	None	N/A	1
Technology	Technology	Greg Hand									
				<p>Provide an automated interface between AMANDA and the AFS3 General Ledger, with appropriate audit reporting.</p>	Concur with modifications	<p>The financial reconciliation between AMANDA and AIMS is part of the implementation of Chase Bank as a payment processor. The first phase for all online payments has been completed. The second phase will include payments processed by City staff using credit card terminals. Cash transactions are currently not planned for integration through the Chase Payment service.</p>	Jul-15	Dec-16	None	N/A	1
Technology	Technology	Greg Hand	398								
				<p>#399: Supplement training programs for regular AMANDA users to include emphasis in the use of keystroke shortcuts and other shortcut techniques to improve the efficiency of data entry.</p> <p>#402: Supplement existing AMANDA training materials by creating written or online materials that are more specific to the Planning and Development Review Department's (PDRD's) specific needs.</p>	Concur	<p>Development Services Information Technology staff will conduct a survey to determine the technology training needs of the department, work with the training group and the Communication Technology Management Department (CTM) to develop a course curriculums, create a training lab at One Texas Center for instructor led courses when space and funding are available, and develop online computer based courses for job specific training.</p>	Jul-15	Mar-16	None	N/A	1
Technology	Technology	Greg Hand									
				<p>#400: Analyze internal staff and external agency application review performance and prepare regular reports (or online real-time dashboard information) on application review performance.</p> <p>#401: Prepare and distribute a weekly or bi-weekly application review performance report with summary data and a listing of problem applications that are not meeting the Department's time of approval standards.</p> <p>#425: Use Crystal Reports or MicroStrategy software to generate detailed statistical reports on customer wait times. These reports should include graphs that indicate statistics such as time-of-day, mean/mode, moving average, and similar analytic statistics.</p>	Concur	<p>Development Services Information Technology staff will create Microstrategy dashboards to improve management's ability to monitor activities to track and report performance.</p>	Jul-15	Mar-16	None	N/A	1
Performance Standards	Technology	Greg Hand									
				<p>Integrate the future version of AMANDA 6.1 with the Electronic Document Imaging Management System (EDIMS) document management software.</p>	Concur	<p>The integration of AMANDA with the Electronic Document Imaging Management System (EDIMS) will be implemented for either the AMANDA version 6 upgrade or the electronic plan review implementation.</p>	Jul-15	Dec-16	None	N/A	1
Technology	Technology	Greg Hand	403								
				<p>Continue current analysis and planning to deploy AMANDA Mobile to inspectors using notebook computers, tablets, or other handheld devices.</p>	Concur	<p>Development Services Information Technology staff will work with Communications and Technology Management to complete the gap analysis on the AMANDA mobile solution for field inspection and fully implement AMANDA browser.</p>	Oct-15	Mar-16	None	Operating	1
Technology	Technology	Greg Hand	404								

Technology	Technology	Greg Hand	405	In conjunction with deployment of AMANDA Mobile explore measures to improve capabilities for field printing and online issuance of inspection-related documents.	This item requires additional research.	Development Services Information Technology staff will work with Building Inspections to determine if online delivery of inspections results would improve service over printing documents in the field.	Oct-15	Dec-15	To be determined	One-Time	1
Technology	Technology	Greg Hand		#406: Communications and Technology Management Department (CTM) and its constituent departments should proceed in implementing already formulated plans to upgrade AMANDA from version 4.4 to 6.1. #410: Complete the AMANDA Customer Portal II upgrade project, which will allow accommodate credit card payments and also allow customers to create and better manage their online accounts. #412: Implement secure systems that will enable acceptance of digital plan files at all intake counters. #414: Continue the implementation of the ProjectDox online plan review system, making necessary adjustments to hardware as needed during the rollout. #415: Integrate to online ProjectDox review capability with the upgraded AMANDA Customer Portal II to enable a fully paperless review process. Once it is implemented and staff is confident with its reliability, eliminate all paper-based parallel processes.	Concur	Development Services Information Technology staff will continue with the implementation of the existing projects for the upgrade to AMANDA version 6, electronic plan review, and the AMANDA portal replacement.	Jul-15	Dec-16	None	N/A	1
Technology	Technology	Greg Hand	407	Planning and Development Review Department (PDRD) technical staff, with the support of Communications and Technology Management Department (CTM) should begin now to evaluate and take steps to replace and supplement existing AMANDA reports in the latest Crystal Reports and MicroStrategy environments.	Concur	The Development Services Information Technology staff will create Microstrategy dashboards to improve management's ability to monitor activities and performance, and convert standard reports to Crystal.	Jul-15	Mar-16	None	N/A	1
Technology	Technology	Greg Hand	408	Over the next three to five years, the City should establish a framework for implementing AMANDA version 7. Over the longer term the City should leave the door open to implementing more comprehensive, integrated enterprise solution.	Concur	There is a Case Management Governing Board for AMANDA. The group conducts an ongoing review of AMANDA to ensure the City has access to a case management solution that continues to evolve with technology improvements.	Sep-15	Dec-15	To be determined	Ongoing	2
Technology	Technology	Greg Hand		#409: When the new AMANDA web portal is implemented, engage the services of an advertising agency or expansion of internal marketing resources to formulate and execute a media campaign (newspaper, radio, outdoor advertising, etc.) to promote the use of online capabilities as they are implemented. #411: Expand the AMANDA Customer Portal to allow online submittal of all planning and development review applications. This should include the capability for applicants to upload portable document format (PDF) drawing files and subsequent integration with the ProjectDox electronic plan review system (see later recommendation).	Concur	The Development Services Information Technology staff will continue conversion of applications to a fillable portable document format (PDF) for online printing and submission and configure a majority of applications to be available for direct submission into the AMANDA system through the new portal by the end of 2016. All applications submitted directly into the AMANDA system will be configured to adhere to specified administrative timeframes. Staff will develop internal and external education programs for staff and applicant's. Funding for the external media campaign is included in the FY2015-16 Proposed Budget.	Jul-15	Dec-16	#409: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$30,000.	N/A	1
Technology	Technology	Greg Hand	413	Allow for submittals of various scales and consider accepting clearly dimensioned drawings.	Concur	Dimensional drawings up to size Arch D (24x36) can now be accepted.	Complete	Complete	None		1
Technology	Technology	Greg Hand		#416: Develop a strategy and work plan to implement Electronic Document Imaging Management System (EDIMS) for all Planning and Development Review Department (PDRD) document management functions. Included in this scope would be the reduction in dependence on the Department's Network Drive and phasing out of overlapping document management technologies. #417: Collaborate with the PDRD Records Analyst to implement existing document retention/destruction policies and reduce the clutter of old documents and reports found throughout the One Texas Center offices and hallways.	Concur	The Development Services Information Technology staff will meet with the department's Record Analyst to determine the technology needs and support required for initiating a project to implement Electronic Document and Imaging Management (EDIMS).	Jul-15	Jan-16	None	N/A	1

Technology	Technology	Greg Hand		#418: Add an additional Information Technology support staff to Planning and Development Review Department (PDRD) with formalized AMANDA training and certification provided by CSDC Systems, Inc. or one of its partners. #419: Expand the PDRD geographic information system (GIS) staff by two persons over the next three years.	Concur	The Information Technology staff position is included in the FY2015-16 Proposed Budget. The geographic information system (GIS) positions will be requested in the FY2016-17 Budget.	Jun-15	Sep-16	#418: The funding for this recommendation has been included in the FY2015-16 Proposed Budget. The estimated cost for this request is \$77,068 #419: The funding for this recommendation will be included in the FY2016-17 Proposed Budget. The estimated cost for this request is \$132,871.	Operating	1
Technology	Technology	Greg Hand	424	Obtain additional copies, as required by staff, of the latest version of Adobe Creative Suite.	Concur with modifications	Development Services Information Technology management will prioritize staff's need for Adobe Creative Suites and purchase as funding is available, and when office space is available, setup shared workstations with special software for occasional use.	Jul-15	Dec-15	To be determined	Operating	1
Management/ Communication	Technology	Greg Hand	426	Either fix or eliminate the live stream video feed on the monitor in the south wall of the Permit Center's waiting area. An easy to implement alternative to this would be to replace it with a conventional TV that is tuned to a selected cable news or financial channel.	Concur	Development Services Information Technology staff will contact other departments using the same technology asking how they have solved the timeout issue.	Jul-15	Sep-15	None	N/A	1
Management/ Communication	Technology	Sylvia Arzola		#427: Reorganize the Planning and Development Review Department (PDRD) website to improve the intuitiveness of links to its abundant content. #428: Designate a qualified person to oversee the PDRD's web content, design, and portal transactions. Implement the corrections to the PDRD's website, as recommended by the City's public information staff. #429: If a qualified staff member is not available to do this work, engage the temporary services of an outside contractor.	Concur with modifications	The website and web content for both departments and respective divisions has been reorganized. Staff will work with the Corporate Public Information Office to redesign the organization of information to improve navigation for a more intuitive experience, research websites of peer cities for ideas and trends, develop a departmental procedure on content management protocol, correct misspellings, and improve ADA compliance issues.	Apr-15	Nov-15	None	N/A	1
Management/ Communication	Technology	Greg Hand	430	Continue to provide telephone system training, and provide a convenient online reference for the most commonly used functions such as transferring calls, conference calls, and call forwarding.	Concur	Development Services Information Technology staff will resend web link for online phone training to department staff. As needed, additional features will be added to the training.	Jul-15	Jul-15	None	N/A	1
Management/ Communication	Technology	Greg Hand	431	Monitor the effectiveness of the "phone tree" system over time and make adjustments if necessary.	Concur	Development Services Information Technology staff will produce monthly reports on phone call activity, log and investigate reported problems to determine if they are persistent issues that need a resolution, and update phone tree as organizational changes occur.	Jul-15	Dec-16	None	N/A	1
Technology	Technology	Greg Hand	432	Implement automated voicemail-to-text transcription with forwarding of voicemail texts to email.	Concur	Development Services Information Technology staff will work with Communication and Technology Management (CTM) to implement speech to text technology for automated transcription of voicemail to email.	Oct-16	Dec-16	None	N/A	2
None listed	Boards & Commissions - Overall	Rodney Gonzales and Greg Guernsey	433	Consider reducing the number of Boards and Commissions.	Council Decision Required	In 2013, a Boards and Commissions Transition Task Force was created to develop recommendations to Council concerning board and commissions. In 2014, a Planning and Development Review workgroup was formed to understand and evaluate board and commission roles and membership requirements and to make recommendations regarding those boards and commissions. Staff respectfully defers this recommendation to the City Council.	N/A	N/A	None		1
None listed	Boards & Commissions - Overall	Rodney Gonzales and Greg Guernsey	434	The size of membership on Boards and Commissions should be kept to 5 or 7 members each.	Council Decision Required	In 2013, a Boards and Commissions Transition Task Force was created to develop recommendations to Council concerning board and commissions. In 2014, a Planning and Development Review workgroup was formed to understand and evaluate board and commission roles and membership requirements and to make recommendations regarding those boards and commissions. Staff respectfully defers this recommendation to the City Council.	N/A	N/A	None		1

None listed	Boards & Commissions - Overall	Carla Johnson	435	All Board and Commission members should undergo training when first appointed as well as an annual training session.	Concur	Section 2-1-23 of the City Code requires board and commission members to complete training no later than the 90th day after appointment or reappointment. No action step is required because this recommendation is addressed through Section 2-1-23 of the City Code.	Complete	Complete	None	N/A	1
None listed	Board of Adjustment/ Sign Review Board	Rodney Gonzales	436	The City Manager and the Development Services Manager for the Current Planning Division should schedule bi-annual joint study session meetings between the BOA and the City Council.	Council Decision Required	Meetings of the City Council are determined by the City Council. Staff respectfully defers this recommendation to the City Council.	N/A	N/A	None	N/A	2
Project Managers/ Processes	Board of Adjustment/ Sign Review Board	Chris Johnson	437	Staff assigned to support the Board of Adjustments/Sign Review Board should establish monitoring points to ensure that public notices are being properly processed. As part of this increase the supervision and training for this function.	Concur	Staff adheres to the Texas Open Meetings Act for posting meeting notices. We will require training for staff liaisons, clarify duties and expectations, and develop performance goals. We will require annual training for staff liaisons to boards and commission. Supervisors of staff liaisons will include duties, performance goals, and training requirement in each liaison's annual Success Strategy Performance Reviews.	Jul-15	Oct-15	None	N/A	1
None listed	Board of Adjustment/ Sign Review Board	George Adams	438	Require a review by technical staff and a staff report to accompany each application. Review should include review by other in Development Assistance Center to confirm the applicant has included all of the items they will need considered in their application.	Do Not Concur	<p>should be prepared for all cases for the Board of Adjustment (BOA). The applicant should prepare information required by the BOA to consider a case. Staff should only take a position of recommending or denying cases based on their compliance with code and criteria and highlight any variances and waivers from code and criteria. The applicant should provide sufficient information for the BOA to consider the case if it is not a standard application.</p> <p>Any increase in the role of staff to provide additional reports and backup will require additional resources. Preparation of staff reports and back up for routine cases will be extremely time intensive for staff.</p> <p>The overwhelming majority of BOA variances are associated with residential properties and Development Assistance Center has no staff with the expertise to perform a technical review of a BOA variance on a one/two-family residential project. Such a review would need to be performed by staff in the Residential Review division for most cases.</p> <p>The BOA liaison staff advises applicant's to seek a consultation with Residential Review staff if there is not an active case in review, but the majority of variance applicant's do not.</p> <p>Staff will continue to evaluate ways to improve services</p>	N/A	N/A	None		1
Finance	Board of Adjustment/ Sign Review Board	Meredith Quick	439	Increase the fee charged to accommodate the additional staff work.	Concur	The fee increase is reflected in the Fiscal Year 2015-16 fee schedule submission	Complete	Complete	None	N/A	1
Management/ Communication	Board of Adjustment/ Sign Review Board	George Adams	440	Consider reassigning the support for this Board to another group, perhaps Current Planning.	Concur	The Development Services Department (DSD) will consider reassigning the support for this Board to the Current Planning division within the Planning and Zoning Department (PAZ). DSD will consider this recommendation with regard to how best to support this board. DSD will speak with the Board Chair and the PAZ Director to gain their feedback as to this recommendation.	Oct-15	Feb-16	None	N/A	1
None listed	Building and Fire Code Board of Appeals	Carl Wren	441	The Bylaws for the Building and Fire Code Board of Appeals should be modified to include minimum qualifications for Board members.	Concur with modifications	Staff will confer with the Board Chair to recommend changes to the Building and Fire Code Board of Appeals (BFCBOA) Bylaws. Draft recommended changes to the bylaws of the Building and Fire Code Board of Appeals will include minimum qualifications for board members.	Oct-16	May-17	None	N/A	2

None listed	Building and Fire Code Board of Appeals	Carl Wren	442	The Ordinance and Bylaws for the Building and Fire Code Board of Appeals should be modified to authorize the Board to advise the Council on adoption of building and fire code regulations.	Concur with modifications	Staff will confer with the Board Chair to recommend changes to the Building and Fire Code Board of Appeals (BFCBOA) Bylaws. The Draft ordinance will include changes to the authority of the Building and Fire Code Board of Appeals to include providing advisory opinions on the adoption of new editions of and amendments to the construction related codes assigned to it for appeals. Draft related recommended changes to the BFCBOA bylaws.	Oct-16	May-17	None	N/A	2
None listed	Design Commission	Greg Guernsey	443	The City Council should consider increasing the Design Commission's number of members, but retain the current policy (as specified in Section 2-1-129 of the City Code) that Board members be selected on the basis of their design and development qualifications.	Council Decision Required	In 2013, a Boards and Commissions Transition Task Force was created to develop recommendations to Council concerning board and commissions. In 2014, a Planning and Development Review workgroup was formed to understand and evaluate board and commission roles and membership requirements and to make recommendations regarding those boards and commissions. Staff respectfully defers this recommendation to the City Council.	N/A	N/A	None		2
None listed	Electric Board	Carl Wren	444	The Electrical Board should be consolidated with Building and Fire Code Board of Appeals.	Council Decision Required	In 2013, a Boards and Commissions Transition Task Force was created to develop recommendations to Council concerning board and commissions. In 2014, a Planning and Development Review workgroup was formed to understand and evaluate board and commission roles and membership requirements and to make recommendations regarding those boards and commissions. The workgroup recommended consolidating the Electrical, Plumbing, and Solar boards; however, Council ultimately decided not to approve this recommendation. Staff respectfully defers this recommendation to the City Council.	N/A	N/A	None		1
None listed	Electric Board	Carl Wren	445	The Ordinance establishing the Electric Board should be modified to make the existing recommended qualifications a mandatory requirement for Board appointment.	Concur with modifications	Unless the boards are consolidated as recommended in recommendation 444, Development Services Department staff will draft an ordinance with changes to City Code section 2-1-142 to include minimum qualifications for board members. Staff currently plans is to include these qualification changes as part of the code adoption process for the 2015 construction related consensus codes.	Oct-15	Jun-16	None	N/A	1
None listed	Electric Board	Carl Wren	446	The ordinance establishing the Electric Board should be modified to expand the responsibilities of the Electric Board to include the act of recommending modifications to future Electrical Code.	Concur with modifications	Unless the boards are consolidated as recommended in recommendation 444, Development Services Department staff will draft an ordinance with changes to City Code s to modify the authority of the Electric Board to include providing advisory opinions on the adoption of new editions of and amendments to the electric code. Draft related recommended changes to the Electric Board bylaws.	Oct-16	May-17	None	N/A	2
None listed	Mechanical, Plumbing, and Solar Board	Carl Wren	447	The Mechanical, Plumbing and Solar Board should be consolidated with Building and Fire Code Board of Appeals.	Council Decision Required	In 2013, a Boards and Commissions Transition Task Force was created to develop recommendations to Council concerning board and commissions. In 2014, a Planning and Development Review workgroup was formed to understand and evaluate board and commission roles and membership requirements and to make recommendations regarding those boards and commissions. The workgroup recommended consolidating the Electrical, Plumbing, and Solar boards; however, Council ultimately decided not to approve this recommendation.	N/A	N/A	None		1
None listed	Mechanical, Plumbing, and Solar Board	Carl Wren	448	The Ordinance establishing the Mechanical, Plumbing and Solar Board should be modified to make the existing recommended qualifications a mandatory requirement for Board appointment.	Concur with modifications	Unless the boards are consolidated as recommended in recommendation 447, Development Services Department staff will draft an ordinance with changes to City Code section 2-1-142 to include minimum qualifications for board members. Staff currently plans is to include these qualification changes as part of the code adoption process for the 2015 construction related consensus codes.	Dec-15	Aug-16	None	N/A	1

None listed	Mechanical, Plumbing, and Solar Board	Carl Wren	449	The ordinance establishing the Mechanical, Plumbing and Solar Board should be modified to expand the responsibilities of the Board to include the act of recommending modifications to future adoptions of the Mechanical, Plumbing and Solar Codes.	Concur with modifications	Unless the boards are consolidated as recommended in recommendation 447, Development Services Department staff will draft an ordinance with changes to City Code section 2-1-161. Change the authority of the Mechanical, Plumbing, and Solar Board to include providing advisory opinions on the adoption of new editions of and amendments to the plumbing, mechanical, and solar energy codes. Draft related recommended changes to the Board's bylaws.	Dec-15	Aug-16	None	N/A	1
None listed	Planning Commission and Zoning and Planning Commission	Rodney Gonzales and Greg Guernsey	450	The City Manager and the Development Services Manager of the Current Planning Division should schedule bi-annual joint study session meetings between the PC and the City Council.	Council Decision Required	As indicated in the Zucker Report, the joint meeting will be to discuss issues, policies and views. Meetings of the City Council are determined by the City Council. Staff respectfully defers this recommendation to the City Council.	N/A	N/A	None	N/A	1
Project Managers/ Processes	Planning Commission and Zoning and Planning Commission	Rodney Gonzales	451	One member of a Commission who cannot attend a meeting should not be used as a reason to delay action on an item.	Board Decision Required	With the exception of a lack of quorum, the commission should proceed on all items on the agenda. However, the protocol of allowing an applicant and neighborhood to have one extension request should continue. Staff respectfully defers this recommendation to the Chairs of the Planning Commission and the Zoning and Planning Commission. The recommendation will be forwarded to the Chairs.	N/A	N/A	None	N/A	1
Project Managers/ Processes	Planning Commission and Zoning and Planning Commission	Greg Guernsey	452	The PC and ZAP should use the same citizen comment sign-in system to promote simplicity and to avoid confusion.	Board Decision Required	Staff respectfully defers this recommendation to the Chairs of the Planning Commission and the Zoning and Planning Commission. The recommendation will be forwarded to the Chairs.	N/A	N/A	None	N/A	1
Project Managers/ Processes	Planning Commission and Zoning and Planning Commission	Greg Guernsey	453	The Development Services Manager for the Current Planning Division should determine when a particular item requires legal representation or other specialized technical staff (e.g., environmental) at the PC or ZAP and ensure that a qualified attorney from the City's Legal Department is in attendance to answer questions.	Concur	The PC and ZAP should have access to City attorneys to ask legal questions. The Executive Liaison will forward requests to the City Attorney prior to each meeting requesting City attorney assistance. The Board Chair will be asked to do the same for each meeting.	Jul-15	Oct-15	None	N/A	1
Project Managers/ Processes	Planning Commission and Zoning and Planning Commission	Greg Guernsey	454	Workbook documents for Board, Commission and City Liaison training should contain revision date information, so ensure that users are provided with and are assured that they are studying current information.	Concur	The workbook and training materials should contain revision date information. Send this recommendation to the City Clerk's Office so that all workbook and training materials will be edited to include revision date information.	Jul-15	Jul-15	None	N/A	1
None listed	Planning Commission and Zoning and Planning Commission	Greg Guernsey	455	The City should provide more specialized orientation training for new board and commission members, as well as on-going quarterly training for all land use-related board and commission members to raise competency levels and further improve meeting efficiency.	Concur	Section 2-1-23 of the City Code requires board and commission members to complete training no later than the 90th day after appointment or reappointment. This recommendation will be forwarded to the City Clerk's Office.	Jul-15	Jul-15	None	N/A	1
None listed	Residential Design and Compatibility Commission	John McDonald	456	Revise the Land Development Code (LDC) Subchapter F provisions now to reassign the responsibilities of the Residential Design and Compatibility Commission (RDCC) to the Zoning Board of Adjustment.	Concur	On May 7, 2015, the City Council dissolved the Residential Design and Compatibility Commission (RDCC). All former site development regulations such as Subchapter F are now required to be heard by the BOA.	Complete	Complete	None	N/A	1
None listed	Residential Design and Compatibility Commission	John McDonald	457	Encourage that individual Residential Design and Compatibility Commission (RDCC) members, if desired, be appointed to the CodeNEXT Steering Committee, Planning Commission, Design Commission, or Zoning Board of Adjustment.	Concur	On May 7, 2015, the City Council dissolved the Residential Design and Compatibility Commission (RDCC). William Burkhart, formerly with RDCC, now sits on the Board of Adjustment as appointed by Council Member Kitchen's office.	Complete	Complete	None	N/A	2
Partnering Departments	Entire Department	Rodney Gonzales and Greg Guernsey	458	The Planning and Development Review Department, other departments included in the survey, and Boards and Commissions should review the customer questionnaire and determine areas where they can be responsive to customer concerns.	Concur with modifications	Review 2014 customer survey associated with Zucker Final Report and take action to improve results. The survey within the Zucker Report will be distributed to all City departments included in the survey.	Aug-15	Aug-15	None	N/A	1
Partnering Departments	Entire Department	Rodney Gonzales and Greg Guernsey	459	All involved departments and Planning and Development Review Department (PDRD) Divisions should review the detailed comments included in Question 42.	Concur	Distribute for review the detailed comments included in Question 42. The detailed comments included in Question 42 will be distributed to all departments and Planning and Zoning and Development Services Divisions. The comments will be reviewed to identify commonalities.	Aug-15	Aug-15	None	N/A	1

Partnering Departments	Entire Department	Carl Wren	460	All the City departments involved in the development process should review questions 18 and 19 and develop ways to address the stakeholder concerns.	Concur	Distribute for review Questions 18 and 19 and develop ways to address stakeholder concerns. Concurrent with the interrelationship review of Development Services and other departments, Questions 18 and 19 will be reviewed with all departments. Recommendations to address stakeholder concerns will be addressed in the findings of the interrelationship review.	Aug-15	Aug-15	None	N/A	1
Partnering Departments	Entire Department	Rodney Gonzales and Greg Guernsey	461	Planning and Development Review Department (PDRD) staff and managers should look at the negative percentages from the customer survey and also study in detail the specific accompanying responses.	Concur	Review the negative percentages from the customer survey and study the accompanying responses. Development Services and Planning and Zoning will study the negative percentages from the customer survey. The accompanying responses will be studied. Findings from the review will be assessed against new measures implemented within the Action Plan to identify whether the customer concerns are being addressed through the Action Plan.	Oct-15	Jan-16	None	N/A	1
Management/ Communication	Entire Department	Sylvia Arzola	462	Staff involved with the website should review the three questions and the specific comments included for each question.	Concur	Staff involved with the website will review the three questions and specific comments. On April 6, 2015, Planning and Development Review was reorganized into the Development Services Department and Planning and Zoning Department. As a result the website has also been reorganized by department and the split provided an opportunity to begin rebuild the framework for each website. Staff will review the three questions and the specific comments included for each question. A Public Information Specialist position is included in the FY2015-16 Proposed Budget. The position will be dedicated to improving the website, including navigation, design and maintenance. The website is a critical opportunity for engaging with the public and using the website to provide information to the public in a transparent manner.	Oct-15	Feb-16	None	N/A	1